



AGENCY STRATEGIC PLAN

FISCAL YEARS 2019 to 2023

BY

STATE OFFICE OF RISK MANAGEMENT

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Submitted June 8, 2018

SIGNED:



EXECUTIVE DIRECTOR

APPROVED:



BOARD CHAIR

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MISSION

The State Office of Risk Management will provide active leadership to enable State of Texas agencies to protect their employees, the general public, and the state's physical and financial assets by reducing and controlling risk in the most efficient and cost-effective manner.

PHILOSOPHY

The State Office of Risk Management will act in accordance with the highest standards of ethics, fairness, accountability and humanity for both our customers and our employees. Customer service is a cornerstone of our mission.

VISION

*Prepare. Protect. Persevere.
For the State. For the Nation. For the World.*

AGENCY OPERATIONAL GOALS AND ACTION PLAN

GOAL	OBJECTIVE
1. Risk Management	Assist state entities and institutions of higher education in establishing and maintaining comprehensive risk management programs designed to control, reduce, and finance risk. Implement statewide guidelines and assist state entities in identifying and managing enterprise risks at all levels of operations.

The Executive Director of the Office serves as the State Risk Manager and is responsible for supervising the development and administration of a system of risk management for the state. The Office's risk management program provides risk management services to state agencies, institutions of higher education, and other entities identified by statute (state entities). The guidelines adopted by the Board of Directors for a comprehensive risk management program, and the assistance of the Office in implementing such programs, has a direct impact on losses.

ACTION ITEMS TO ACHIEVE OUR GOAL

- 1.1. Administer guidelines adopted by the board for a comprehensive risk management program applicable to all state entities to reduce property and liability losses, including workers' compensation losses.
- 1.2. Review, verify, monitor, and approve risk management programs adopted by state entities. Assist a state entity that has not implemented an effective risk management program to implement a comprehensive program that meets the guidelines established by the board.
- 1.3. Compare each state entity's risk management plan against the Office's risk management guidelines. Issue a written report to each state entity either certifying or not certifying the entity's risk management plan.
- 1.4. Conduct on-site consultations at a state entity's physical location to identify risk exposures and make suggestions for mitigation of risks. Provide written suggestions on risk prevention and control measures that a state entity can implement to prevent or reduce claims and losses.
- 1.5. Conduct training sessions that address issues related to property, liability, or workers' compensation exposures or losses.
- 1.6. Assess each state entity's actions in regard to implementation of the Office's recommendations to control or correct conditions that could lead to injuries. Evaluate the results of implementation of each state entity's risk management plans.

HOW OUR GOAL OR ACTION ITEM SUPPORTS EACH STATEWIDE OBJECTIVE

1. Accountable to tax and fee payers of Texas

The Office is administered with legislatively appropriated non-GR funding through an allocation program. The annual assessment, to the state entities that are subject to Chapter 412, is used to pay the costs incurred by the Office in administering the state's risk management program and state employees' workers' compensation program. 28 Texas Administrative Code Section 251.507 specifies the formula to calculate each entity's allocation. Limits are placed on the total allocation an entity will be assessed. The difference between the formula-based assessment amount and cap is allocated among all other entities in the same manner and within the same factors as the initial assessment calculation, creating enterprise equity and funding stability over biennia.

2. Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions

The Office was created in 1997 to streamline the state's risk management and claims processing programs. The objective was to change the organization and management of the state risks and claims payments to reduce injuries, improve loss control and claims handling, and otherwise enhance the quality and effectiveness of the state's risk management and claims processing programs.

When the Office underwent Sunset Review in 2007, the Sunset Advisory Commission determined that a centralized risk management system administered by the Office is more efficient and cost-effective than allowing each entity to administer its own program. By grouping most state employees in a single risk pool, the Office can balance risks in a manner that would not be possible for individual state entities, arriving at predictable loss trends and stabilization of costs. Additionally, the Office is able to recognize risk patterns that can affect more than a single entity.

The Office is analyzing ways it can coordinate with the State Fire Marshal's Office, the Department of Information Resources, the Department of Public Safety, other state entities, and insurance support service vendors to compliment rather than replicate inspections of buildings and property and other vulnerabilities.

3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve

The Office's risk management services create a risk awareness within state government. The Office helps state entities identify potential risks to people, resources, and mission critical functions before a loss event occurs. This provides an entity with a greater understanding of the likelihood and severity of identified risks. Risk identification also increases an entity's options for preventing loss and addressing potential risks and may

reveal risks that are an opportunity for growth. The Office assists with prioritization of risk so an entity can focus on prevention and mitigation of risks. Risk management planning allows a state entity to make meaningful quality improvements to avoid preventable losses and thereby reduce the number, frequency, type and severity of losses.

The Office's enterprise risk management program has three key and two non-key performance measures. The objective of the risk management program is to provide guidance and direction to state entities to assist them in identifying, evaluating, and controlling risk and minimizing the adverse impact of loss. One of the Office's key outcome measures provides an objective measure of the results of implementation of covered state entities' risk management plans and the results of the Office's risk management program, related specifically to occupational injury. The injury frequency rate is important as it reflects not only the effectiveness of the Office's risk management program with identifying risks to covered state entities, but also reflects covered state entities' actions in regards to implementation of recommendations to control and correct the conditions that lead to injured state employees.

The Office continues to implement the ISO-31000 enterprise risk management framework and techniques for governance, risk management, compliance, and general agency decision-making based on risk-informed data. This effort will include infusing the risk management principles and techniques into all areas of the Office's business operations. Once the Office has completed implementation, the Office will be able to advise other state entities on the advantages of implementing the framework and techniques within their organizations. The Office can also share data on how the processes can enable state entities to efficiently achieve organizational objectives.

4. Providing excellent customer service

Customer service is a cornerstone of our mission. The Office's risk management program provides services, guidance, resources, and expertise that is designed to help state entities make well-informed, proactive decisions on how to identify, manage, transfer, and retain risk. The Risk Management for Texas State Agencies (RMTSA) Guidelines provide initial, general guidance that may assist an entity with development of a risk management program.

The Office employs risk management specialists who review, verify, monitor, and approve risk management programs developed by state entities. The Office conducts on-site consultations to state entities' physical locations and facilities each fiscal year. If risk exposures are identified during site visits, the Office provides written recommendations on risk prevention and control measures that state entities can implement to prevent or reduce claims and losses and tracks resolution efforts. The Office also conducts multiple training sessions that address issues related to property, liability, workers' compensation exposures or losses, and other matters.

5. Transparent such that agency action can be understood by any Texan

The Office's internet site provides dynamic, media-rich content educational materials, news and updates, videos, guidelines and rules to both clients and the general public. The Office posts clear and meaningful information on contracts, staff compensation, agency operations and spending, and all required and special reports.

OTHER CONSIDERATIONS RELEVANT TO OUR GOAL OR ACTION ITEM

1. The Office is governed by a five-member Risk Management Board of Directors, appointed by the Governor. Members of the board must have demonstrated experience in insurance and insurance regulation, workers' compensation, and risk management administration. Detailed information regarding the qualifications and experience of the Board of Directors is available at the Office's website at <https://www.sorm.state.tx.us/about-us/meet-the-board-of-directors>.
2. Administration of the Office is overseen by the State Risk Manager, who serves as Executive Director of the Office. The Deputy Executive Director oversees daily operations of three divisions, managed by qualified Division Chiefs. Detailed information regarding the qualifications and experience of the Executive Management Team is available at the Office's website at <https://www.sorm.state.tx.us/about-us/executive-management-team>.
3. The Office is administratively attached to the Office of the Attorney General, which provides significant administrative support services and resources. Specific details on the administrative services provided by the OAG are set forth in an interagency contract.
4. One of the Office's initiatives is to transition its risk management, insurance, and claims administration services to a cloud-based risk management information system (RMIS). A distinct advantage of a RMIS is the ability to create analytics for a more complete and extensive analysis of statewide risk exposures. This will expand the Office's ability to identify statewide loss trends and develop a thorough statewide risk and insurance strategy. A RMIS will allow reporting state entities to easily and quickly enter and update information on losses as changes occur. State entities can also access detailed, up-to-date, comprehensive data on losses, which will increase the ability to proactively address risk.
5. The Office is emphasizing the development and adoption of a tested-framework approach to all core mission functions. Exemplified by the modified adoption of OSHA guidance in the RMTSA and FEMA COOP standards, this initiative reviews available expert standardization efforts for application at an enterprise level in Texas. Examples of standards under current active review include, but are not limited to the ISO 31000 framework for enterprise risk management, NIST and other guidance for cybersecurity,

integrated National Incident Management System/Incident Command System for emergency management integration, and Criterion Referenced Instruction and Learning Management Systems for training design and delivery.

6. Through training and recruitment, the Office has significantly increased the number of staff with education, professional certification, and expertise in health and safety, risk management, and related fields; worker's compensation insurance and claim management; property, casualty, and liability insurance and claim management; and continuity of operations planning and testing.

GOAL	OBJECTIVE
2. Risk Transfer	Administer the Statewide Insurance Purchasing Program, procuring and negotiating insurance programs tailored for the unique exposures and liabilities of the State, and encouraging continuing competition to ensure best value.

One of the Office's key statutory missions is to operate as a full-service insurance manager for state entities and institutions of higher education. The Office's insurance program, in conjunction with the Office's maintenance and review of records of property, casualty, and liability insurance coverages purchases by and for state entities, helps reduce costs and ensure proper financial protection against loss.

ACTION ITEMS TO ACHIEVE OUR GOAL

- 2.1. Maintain and review records of property, casualty, or liability insurance coverages purchased by or for a state entity.
- 2.2. Purchase insurance coverage under any line of insurance other than health or life insurance, including liability insurance for a state entity.
- 2.3. Phase in, by line of insurance, the requirement that a state entity purchase coverage only through the Office.
- 2.4. Authorize the purchase of a line of insurance under a policy not sponsored by the Office.
- 2.5. Administer the program for the purchase of surety bonds for state officers and employees.
- 2.6. Extend the cloud-based risk management information system to include solutions for policy and premium management, certificate of insurance management, modeling programs during renewal, and integration with claims to evaluate various retention options.

HOW OUR GOAL OR ACTION ITEM SUPPORTS EACH STATEWIDE OBJECTIVE

1. Accountable to tax and fee payers of Texas

The Office's insurance program offers an opportunity to transfer the financial burden associated with unexpected damage or loss to physical assets. In addition, a state entity can reduce its exposure to an unanticipated judgment under the Texas Tort Claims Act (TTCA) through a pre-planned expenditure for liability insurance. Since the TTCA limits the maximum amount of monetary damages for each person and each occurrence, the Office helps state entities understand the cost savings of a self-insured retention, through a deductible, and ensures the insurance policy limits do not exceed the maximum damages of the TTCA.

The Office's review of state entities' proposed insurance purchases helps ensure the coverage is necessary and adequate to protect the interests of the state.

2. Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions

Centralizing state insurance purchases helps each entity understand the costs associated with retaining a risk versus transferring the risk through (re)insurance, as well as leverages economies of scale. State entities can also normalize the budgetary impact of ordinary as well as unexpected losses with insurance. Decreasing the amount of money the state spends to recover from uninsured losses increases the amount of money available to the state to improve services to the public.

Improved business processes have eliminated duplicative activities, streamlined insurance renewals, increased the collaboration between the risk management and insurance programs, and strengthened relationships with state entities.

3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve

The Office procures and negotiates insurance coverage tailored for the unique exposures and liabilities of the state. By consolidating the insurance needs of different entities seeking the same line of insurance, the Office can obtain higher limits of insurance for a lower premium than the state entities would receive if the insurance was purchased independently.

The Office has five established lines of insurance that provide coverage for state exposures - property; directors' and officers'; automobile; volunteer; and builder's risk. Within these lines of insurance, the Office has developed stratified service and product lines to better serve its participants. The Office is creating a more robust insurance program by assigning an insurance manager to work one-on-one with a specific set of state entities. The insurance manager will be cross trained on all established lines of

insurance, serve as a resource for each entity's insurance needs, and address the unique strategic challenges of institutions of higher education and other specialized entities.

4. Providing excellent customer service

The Office routinely consults with clients and provides seminars and other training. The Office assists state entities with determining the appropriate type and level of insurance coverage, ensures the terms and conditions of the insurance policy provide adequate coverage, explains coverage exclusions, and participates in the claim process when a loss occurs.

State entities can obtain information about sponsored lines of insurance, read insurance FAQs, and review a list of program participants on the Office's website. The documentation necessary to obtain an insurance quote is available on-line. State entities can report property losses 24 hours a day and the Office provides free templates for claim related documentation and cost estimator tools. The Office's website site also provides links to ancillary services and resource materials related to loss prevention and risk transfer.

5. Transparent such that agency action can be understood by any Texan

The Office's internet site provides dynamic, media-rich content educational materials, news and updates, videos, guidelines and rules to both clients and the general public. The Office posts clear and meaningful information on contracts, staff compensation, agency operations and spending, and all required and special reports.

OTHER CONSIDERATIONS RELEVANT TO OUR GOAL OR ACTION ITEM

1. The Texas Tort Claims Act (TTCA) provides a limited waiver of sovereign immunity in certain situations when a governmental unit is liable for damage. The TTCA limits the maximum amount of monetary damages for each person and each occurrence. A state entity can shift or eliminate its potential exposure to unanticipated TTCA expenses through a pre-planned expenditure to purchase liability insurance.
2. The majority of the state's physical assets are not protected, or are not adequately protected, from loss through insurance. However, insuring all state-owned assets through traditional insurance routes would likely represent the most expensive option for the state. Traditional insurance is primarily advantageous for small geographical spreads. To finance large losses, the state could establish a reserve sufficient to deal with moderate spikes in losses from year to year and consider purchasing reinsurance for large, catastrophic losses.

3. The Office has recommended the creation of a centralized, mandatory state property insurance program to normalize the effect of ordinary losses on individual state entity's budgets. By establishing an enterprise-level retention to absorb attritional losses a state entity, or the state as a whole, could pay for losses up to a certain level out of existing budgets, without the costs associated with traditional insurance.
4. Comprehensive data on state-owned assets can give the State a better understanding of risks the State faces. With this knowledge, the State can begin to make informed decisions regarding the mechanisms the State will use to prevent, reduce, and mitigate potential loss to state-owned property.

GOAL	OBJECTIVE
3. Risk Retention	Administer the statutory Self-Insured Government Employees' Workers' Compensation Insurance Program for 143 state entities, which includes courts and institutions of higher education as well as Windham School District within the Department of Criminal Justice, and 122 community supervision and corrections departments, encompassing approximately 190,000 individual employees.

The state self-insures for the purpose of workers' compensation coverage for state employees. The costs of the state employees' workers' compensation program are funded through risk pooling, which safeguards individual state entities from catastrophic losses that could exceed budgetary capabilities.

ACTION ITEMS TO ACHIEVE OUR GOAL

- 3.1. Provide covered injured employees with access to prompt, high-quality medical care within the framework established by Workers' Compensation Act.
- 3.2. Provide appropriate income benefits and medical benefits in a manner that is timely and cost-effective.
- 3.3. Minimize the likelihood of disputes and resolve them promptly and fairly when identified. Ensure injured employees have access to a fair and accessible dispute resolution process.
- 3.4. Encourage the safe and timely return of injured employees to productive roles in the workplace.
- 3.5. Adopt rules as necessary to collect data on lost time and return-to-work outcomes of each state entity to allow full evaluations of successes and of barriers to achieving timely return to work.

- 3.6. Monitor and evaluate return-to-work information reported by each state entity to determine outcomes over time for each state entity.
- 3.7. Take maximum advantage of technological advances to provide the highest levels of service possible to system participants and to promote communication among system participants.

HOW OUR GOAL OR ACTION ITEM SUPPORTS EACH STATEWIDE OBJECTIVE

1. Accountable to tax and fee payers of Texas

Costs incurred by the Office in administering the workers' compensation insurance program are funded through the assessment allocations, discussed above. This funding is used to pay medical and income benefits, medical cost containment services, and other costs directly related to reducing claim payments and risk. Additionally, when a state employee's injury is caused by a liable third party, the Office is entitled to recover expenses for medical and income benefits.

The Office has several medical cost containment contracts, which in the case of the self-insured workers' compensation program administered by the Office, provide savings to the benefit of the state's taxpayers. Medical bill audits reduce billed amounts to the maximum allowable rates under the appropriate fee schedule. Charges reduced because of such reviews represent savings from the billed amounts. Utilization review services for preauthorization requests represent the avoidance of expenses for unreasonable or unnecessary procedures or services. A pharmacy benefit manager provides a discount below the pharmaceutical fee guidelines on medications.

The Office also has a contract with a workers' compensation healthcare network. According to the Texas Department of Insurance, Division of Workers' Compensation's *2017 Workers' Compensation Network Report Card Results*, networks' average medical costs and opioid prescriptions are lower than non-network and return-to-work rates as well as physical and mental functioning scores are higher in a network.

2. Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions

The Office works to reduce overall medical and indemnity costs through improved claim handling practices, education, and training. The Office performs the initial investigation of each reported injury and determines compensability, following any claim through to conclusion to ensure each injured state employee receives the medical and income benefits due under the Texas Workers' Compensation Act. The Office analyzes workers' compensation claims data to identify trends that should be addressed through risk management strategies. The Office also investigates individual claimant and medical provider fraud.

3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve

During performance based oversight, the Texas Department of Insurance's Division of Workers' Compensation (TDI-DWC) measures the Office's compliance with the deadlines for payment of temporary income benefits, impairment income benefits, and medical bills. The performance assessment also examines overall compliance records and dispute resolution and complaint resolution practices. The Office has consistently been identified as a high performer by TDI-DWC.

Collaboration between the risk management and workers' compensation claims administration programs has enhanced the evaluation and identification of risk areas. This trend identification provides vital information that can be used to provide training that meets the unique needs of a state entity.

One of the Office's initiatives is to transition its risk management, insurance, and claims administration services to a cloud-based case management system. For workers' compensation claims administration, most systems utilize the Official Disability Guidelines (ODG) on medical treatment and return to work guidelines to benchmark outcomes in workers' compensation claims. ODG's Reserve Calculator is a statistical modeling program that incorporates unique factors, which may increase claim costs. Adjusters can use risk levels provided by the ODG Reserve Calculator to specifically address high risk claims as well as claims that fall outside the ODG's treatment guidelines, costs, and return to work standards.

4. Providing excellent customer service

The Office provides service benefits both to the injured state employee and the state entity employer. The Office's workers' compensation program provides individual state entities with a dedicated claims administration team and comprehensive claims handling services. The Office employs licensed adjusters to manage all aspects of a workers' compensation claim. When a compensable work injury occurs, the Office ensures that the injured state employee receives the same level of service and benefits as a private individual. The adjusters are empathetic and accessible and have the authority to make and act on decisions. Adjusters facilitate medical treatment and ensure wage replacement (income) benefits are paid to a claimant who suffers a compensable injury in the course and scope of employment. An active call center provides additional access to a live person during the Office's business hours.

5. Transparent such that agency action can be understood by any Texan

The Office's internet site provides dynamic, media-rich content educational materials, news and updates, videos, guidelines and rules to both clients and the general public. The

Office posts clear and meaningful information on contracts, staff compensation, agency operations and spending, and all required and special reports.

GOAL	OBJECTIVE
4. Continuity of Operations	Administer the Statewide Continuity of Operations Planning program, in cooperation with the Department of Public Safety, Office of Homeland Security, Texas Division of Emergency Management, and Department of Information Resources. Establish policy and standards to ensure expansive continuity planning, testing, training, and exercising across the state enterprise.

The Office's continuity of operations program and the steps taken by individual state entities toward continuation of essential operations and services helps build public confidence in the effectiveness and resiliency of state government. The Office reviews continuity plans to ensure the plans meet legislative requirements, FEMA guidelines, the Office's guidelines, and other applicable standards.

ACTION ITEMS TO ACHIEVE OUR GOAL

- 4.1. Work with each state entity to develop an entity-level continuity of operations plan.
- 4.2. Review continuity plans and provides guidelines and models to state entities.
- 4.3. Provide written feedback on continuity plans to state entities to ensure state entities are developing quality continuity plans.
- 4.4. Develop, maintain, and disseminate planning tools that combine Texas legislative requirements, FEMA guidance, best practices, and other applicable standards.

HOW OUR GOAL OR ACTION ITEM SUPPORTS EACH STATEWIDE OBJECTIVE

- 1. **Accountable to tax and fee payers of Texas**

State government serves the people of Texas, and government services are generally provided through separate and distinct governmental entities. Although decentralization provides protections of services due to geographic separation, certain disasters or actions could result in multiple entities simultaneously being unable to perform critical state functions, which threatens the continuity of government, and persistence of a constitutional form government itself.

A Continuity Council (CC) has been formed to consolidate knowledge and expertise, and streamline the effectiveness of three previous state continuity groups. This council brings

together practitioners from all sectors of government and private sector within the state to share questions, ideas, problems, best practices and lessons learned. The general CC membership is open to anyone with a professional interest in continuity. A leadership group (council) will be formed to lead decision making and represent the views of the general membership.

2. Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions

Members of the CC have volunteered to assist with a draft update to the October 24, 2013, *Texas State Agency Continuity Planning Policy Guidance Letter*. The draft update will encourage ongoing development of continuity plans, programs, and exercises to pinpoint and address plan fallibilities. The draft update will include implementation of several key plan advancements in the new Continuity Guidance Circular (CGC):

- Sharing planning strategies and actions to form continuity communities that better protect the sustainability of organizations and social structure.
- Planning for continuity in partnership with other disaster management disciplines to minimize duplication, avoid conflicting information, and allow organizations to more effectively and holistically handle incidents.

The draft update will be submitted for approval by the committee, the leadership council (group), and key personnel in the signatory agencies.

3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve

FEMA issued a new CGC to replace the CGC-1 and CGC-2. Due to the success of Texas continuity programs, FEMA asked the Continuity Working Group (CWG) Leadership Team to provide advice and suggestions to improve the document and make it easier to use. The CWG participated in two FEMA focus groups, CGC Advisory Sessions, and provided 11 suggestions for improvement as part of the CGC National Engagement (all were incorporated into the new CGC document).

The result of this cooperative planning has resulted in a guidance that is written in plain language, and that allows adaptability and scalability to fit a wide range of demographics, such as employee size, customer base, and mission. Since the release of the CGC in February, 2018, the Office has led several trainings to familiarize state planners with the changes, including presenting at the Texas Emergency Management Conference and in the Continuity Council.

4. Providing excellent customer service

FEMA's new CGC does not require re-development of previously well-constructed continuity plans. However, continuity templates and tools should be re-designed to take

advantage of simpler and more adaptive planning strategies. Therefore, the Office is working with state continuity planners to discover the benefits and failings of current tools, including the Continuity Crosswalk and FEMA templates, and identify techniques to update and improve continuity resources. The Office's goals are to make continuity planning simpler, more straightforward, less time consuming, and more effective as well as facilitate the creation of concise, effective, and actionable plans within each state entity.

5. Transparent such that agency action can be understood by any Texan

The Office's internet site provides dynamic, media-rich content educational materials, news and updates, videos, guidelines and rules to both clients and the general public. The Office posts clear and meaningful information on contracts, staff compensation, agency operations and spending, and all required and special reports.

OTHER CONSIDERATIONS RELEVANT TO OUR GOAL OR ACTION ITEM

1. To be successful in meeting goals, the Office must be knowledgeable of regulatory changes and emerging trends at both the state and national level. To stay informed on continuity planning, disaster preparedness, and emergency management matters affecting state entities, the Office will continue to work closely with various organizations, trade groups, and federal and state agencies. Staff will continue to participate in numerous committees, workgroups, and task forces dedicated to advancing the quality and effectiveness of continuity planning, disaster preparedness, and emergency management.

REDUNDANCIES AND IMPEDIMENTS

Service, Statute, Rule, or Regulation	Labor Code §501.001 Labor Code §412.001
Describe Why the Service, Statute, Rule, or Regulation is Resulting in Inefficient or Ineffective Agency Operations	<p>The inconsistency in the definition of state entity in Labor Code Section 501.001 and Labor Code Section 412.001 creates confusion regarding the state entities that are subject to the requirements for developing a risk management program and submitting a COOP plan to the Office. A similar uncertainty exists regarding the Office's obligation to review a state entity's insurance purchase before the purchase occurs</p> <p>The limitations in Labor Code Section 412.001(4) exacerbate these issues. For example, there is inconsistency with meeting COOP requirements among state entities with less than five employees. Similarly, some but not all courts claim an exemption based on the assertion that the authority of a court is limited to a specific geographical portion of the state</p>
Provide Agency Recommendations for Modification or Elimination	Statutory clarification and consistency in the definitions of state entity
Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change	One of the primary purposes of Labor Code Chapter 412 is to ensure state entities are taking steps to identify, control, and prepare for loss events. The Office is aware that compliance with the risk management program, insurance program, and continuity of operations planning requirements increases the state's vulnerability to monetary loss, decreased efficiency, interruption or cessation of service, loss of resources, and loss of public confidence

Service, Statute, Rule, or Regulation	Labor Code §412.053(b)
Describe Why the Service, Statute, Rule, or Regulation is Resulting in Inefficient or Ineffective Agency Operations	This statute requires state agency loss and exposure reporting 60 days <u>before</u> the end of the fiscal year
Provide Agency Recommendations for Modification or Elimination	Amend the deadline to require reporting not later than 60 days <u>after</u> the end of the fiscal year
Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change	The Office has implemented an informal workaround in order to obtain complete data for the fiscal year. The Office has modified this process to request that state entities report the data between September 1 and October 30 each year

Service, Statute, Rule, or Regulation	Labor Code §412.032
Describe Why the Service, Statute, Rule, or Regulation is Resulting in Inefficient or Ineffective Agency Operations	The Office's biennial report on non-compliance with the risk management requirements of Chapter 412 somewhat addresses public policy concerns. However, reporting non-compliance has little practical impact on state entities' risk awareness and preparation
Provide Agency Recommendations for Modification or Elimination	Reporting non-compliance with Chapter 412 places the Office in an awkward position that can have an adverse impact on the Office's ability to provide assistance and impartial guidance to state entities that are individually responsible for compliance with the risk management goals in Labor Code Chapter 412
Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change	The Office's core missions are customer service oriented. So, it is essential that the Office maintain good working relationships with other state entities

Service, Statute, Rule, or Regulation	Government Code §2165.305
Describe Why the Service, Statute, Rule, or Regulation is Resulting in Inefficient or Ineffective Agency Operations	In 2015, <u>SB 202</u> , 84 th Legislature, transferred a number of functions from DSHS to other entities. Section 3.030 of the bill repealed Health & Safety Code Chapter 385 thereby removing all references to a state entity voluntarily establishing guidelines for indoor air quality in government buildings. However, Government Code Section 2165.305 still exists, which requires the Office to conduct an annual, one-day educational seminar on indoor air quality
Provide Agency Recommendations for Modification or Elimination	The Legislature should give additional consideration to Government Code Section 2165.305
Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change	The Office is developing on-line training on the identification, evaluation, prevention, and mitigation of indoor air quality risks

Service, Statute, Rule, or Regulation	Tex. Gov't. Code §403.039 34 TAC §20.225(a)(8) 28 TAC §133.10 28 TAC §133.240
Describe Why the Service, Statute, Rule, or Regulation is Resulting in Inefficient or Ineffective Agency Operations	<p>Tex. Gov't. Code §403.039 mandates that each person who supplies property or services to the state for compensation must obtain a Texas Identification Number ("TIN"). The TIN application is processed through the Comptroller</p> <p>TDI-DWC's regulation, 28 TAC §133.10, limits the reasons a workers' compensation carrier may return a HCP's medical bill. The rule does not allow the Office to return a HCP's bill if the TIN is incomplete, missing, or incorrect TIN</p> <p>If the Office submits a HCP bill to the Comptroller for payment without the correct TIN, the payment will not be processed. This exposes the Office to a potential administrative violation for failure to pay the HCP's bill within 45 days of receipt (28 TAC §133.240)</p>
Provide Agency Recommendations for Modification or Elimination	This issue is unique to governmental entities (SORM, UT, A&M, TxDOT) providing workers' compensation coverage for state employees because the workers' compensation payments are issued through the Comptroller. Consequently, there may be some reluctance to implement a statutory or rule change in the Workers' Compensation Act, which has general applicability to all workers' compensation insurance carriers
Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change	If governmental entities providing workers' compensation insurance had the ability to return a HCP bill due to TIN issues, the state could reduce the risk of paying interest on late payments of medical bills or spending resources to complete a TIN application for a private HCP

Service, Statute, Rule, or Regulation	Labor Code §501.021 Labor Code §406.034
Describe Why the Service, Statute, Rule, or Regulation is Resulting in Inefficient or Ineffective Agency Operations	Civil Practice and Remedies Code §101.028 creates a waiver of sovereign immunity for state employee workers' compensation claims. Pursuant to Labor Code §501.021, all state employees are entitled to workers' compensation coverage. However, Labor Code §406.034 states an employee can agree, in writing, to waive workers' compensation
Provide Agency Recommendations for Modification or Elimination	Amend Labor Code §406.034 to apply to private employers only by exempting public employees
Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change	Creates a better understanding of the state's waiver of sovereign immunity for state employees' worker's compensation claims

Service, Statute, Rule, or Regulation	Insurance Code §1305.152(a), (c)(2) §1305.153(a)
Describe Why the Service, Statute, Rule, or Regulation is Resulting in Inefficient or Ineffective Agency Operations	The cost of medical treatment and services provided by workers' compensation healthcare network providers is dictated by a contract between the network and the health care provider. The Office has no legal standing to negotiate or re-negotiate the cost of medical treatment, as it is not a party to the network-provider contract
Provide Agency Recommendations for Modification or Elimination	Ensure workers' compensation carriers are not paying more for in network health care
Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change	In some instances, the amount of reimbursement for services provided by a network provider may exceed the amount the Office would have paid under TDI-DWC's medical fee guidelines

AGENCY STRATEGIC PLAN

SUPPLEMENTAL SCHEDULES

BUDGET STRUCTURE EFFECTIVE FISCAL YEAR 2018

Agency:	479	STATE OFFICE OF RISK MANAGEMENT
Goal 1:	Short Name:	MANAGE RISK AND ADMINISTER CLAIMS
	Full Name:	Manage Claim Costs and Protect State Assets
	Description:	To manage costs for covered state agencies arising from the risk of loss through the delivery of professional risk management and claims administration services that are customized to specific agency needs.
Objective 1:	Short Name:	RISK MGMT & CLAIMS ADMINISTRATION
	Full Name:	Risk Management and Claims Administration
	Description:	To provide guidance and direction to state agencies to assist them in identifying, evaluating and controlling risk and minimizing the adverse impact of workers' compensation, property and other loss.
Strategy 1:	Short Name:	ENTERPRISE RISK MGMT/CLAIMS ADMIN
	Full Name:	Assist, Review, and Monitor Agencies' Risk Management Programs & Provide Workers' Compensation Administration
	Description:	Establish statewide risk management guidelines, and assist agencies in meeting the guidelines; conduct on-site risk management program reviews, safety evaluations, consultations, and training; and administer the state workers' compensation risk pool in accordance with state law and administrative regulation.
Goal 2:	Short Name:	WORKERS' COMPENSATION PAYMENTS
	Full Name:	Workers' Compensation Payments: Estimated and Nontransferable
	Description:	Workers' Compensation Payments: Estimated and Nontransferable
Objective 1:	Short Name:	WORKERS' COMP PAY: EST & NONTRANS
	Full Name:	Workers' Compensation Payments: Estimated and Nontransferable
	Description:	Workers' Compensation Payments: Estimated and Nontransferable

Strategy 1:	Short Name:	WORKERS' COMPENSATION PAYMENTS
	Full Name:	Workers' Compensation Payments: Estimated and Nontransferable
	Description:	Workers' Compensation Payments: Estimated and Nontransferable.

PERFORMANCE MEASURE DEFINITIONS

Goal 1:	Manage Claim Costs and Protect State Assets
Description:	To manage costs for covered state agencies arising from the risk of loss through the delivery of professional risk management and claims administration services that are customized to specific agency needs.

Objective 1:	Risk Management and Claims Administration To provide guidance and direction to state agencies to assist them in identifying, evaluating, and controlling risk and minimizing the adverse impact of workers' compensation, property, and other loss.
---------------------	---

Outcome Measure 1:	Incident Rate of Injuries and Illnesses per 100 Covered Full-Time State Employees
---------------------------	--

Definition
Number of accepted on-job injuries and illnesses divided by the total number of state employees (measured by full-time equivalents) multiplied by 100. SORM may estimate fourth-quarter data where actual data is not available at the time the report is due.

Purpose
This key outcome measure provides an objective measure of the results of implementation of covered state agencies risk management plans and the results of SORM's risk management program. The injury frequency rate is important as it reflects not only the effectiveness of SORM's risk management program in identifying risks to covered state agencies, it also reflects covered state agencies actions in regard to implementation of SORM recommendations to control and correct the conditions that lead to injured state employees.

Data Source
Workers' compensation claims are opened and entered in the SORM Claims Management System (CMS) as reports of injuries (DWC-1 forms) are filed by covered state agencies. These reported claims are investigated and accepted or denied. The State Auditor's Office Classification Division collects full-time employee data from covered state agencies, which is shared with SORM.

Methodology

Number of reported on-job injuries and illnesses accepted, divided by the total number of state employees (measured by full-time equivalents) multiplied by 100.

Data Limitations

The accuracy of this measure is dependent upon injuries being reported promptly and FTE data being accurately reported to the State Auditor's Office.

New Measure

No

Target Attainment

Lower than target

Calculation Method

Noncumulative

Outcome Measure 2: Cost of Workers' Compensation per Covered State Employee**Definition**

The total cost of the workers' compensation program divided by the number of covered state employees. Total cost includes claims expenditures, cost containment expenditures, and administrative costs.

Purpose

This outcome measure of the workers' compensation program provides the dollar cost of workers' compensation cost per covered state employee. This measure can be used to provide the overall trend of workers' compensation cost when plotted with prior period calculations.

Data Source

SORM database, SAO Quarterly Report of Full-Time Equivalent State Employees, OAG budget reports of actual and forecast expenditures.

Methodology

Expenditures for the workers' compensation strategy is divided by the number of full-time equivalent state employees.

Data Limitations

Accuracy of number of full-time equivalent state employees is subject to limitations in accuracy of data reported to the State Auditor's Office. Expenditure data is forecast upon information available at the time of reporting.

New Measure

No

Target Attainment

Lower than target

Calculation Method

Noncumulative

Outcome Measure 3: Cost of Workers' Compensation Coverage per \$100 State Payroll

Definition

The total cost of the workers' compensation program divided by the dollar amount of payroll processed through the state treasury for covered agencies, multiplied by 100. Total cost includes claims expenditures, cost containment expenditures, and administrative costs.

Purpose

This measure provides the dollar cost of workers' compensation per \$100 state payroll. This measure can be used to provide the overall trend of workers' compensation cost when plotted with prior period calculations and to provide a comparison to the cost for workers' compensation by the private sector.

Data Source

SORM database, annual payroll information from the Comptroller's Office, actual and forecast expenditures from OAG budget reports or database.

Methodology

Expenditures for the workers' compensation (numerator) divided by the dollar amount of state payroll for covered agencies (denominator) multiplied by 100.

Data Limitations

Administrative expenditure data is forecast upon information available at the time of reporting. Because the payroll data is limited to funding processed through the treasury, most local funding and the payroll of county Community Supervision and Corrections Departments will be excluded from the calculation. Because the State administers its workers' compensation on a cash basis significant changes in cumulative payroll or workers' compensation claims will take six months to two years to be reflected in changes to the cost of workers' compensation coverage, producing fluctuation in the calculated value.

New Measure

No

Target Attainment

Lower than target

Calculation Method

Noncumulative

Efficiency Measure 1: Cost per Hour of Direct Risk Management Service Provided

Definition

The total cost of the risk management strategy divided by the number of direct hours of risk management services provided. Direct hours are defined as hours spent preparing, conducting, and reporting upon risk management

services provided. Non-direct hours include all staff hours charged to leave categories and hours of training received by risk management staff.

Purpose

This efficiency measure provides information to compare the direct costs of service provided. It is important as it can point to excessive overhead and can be used to compare the governmental cost of risk management services to private sector costs for equivalent services.

Data Source

SORM database.

Methodology

Hours of risk management services are categorized by agency and whether the hours are direct or non-direct service. Total costs (expenditures) of the risk management strategy are divided by the number of direct service hours to derive the actual cost per direct service hour.

Data Limitations

Errors could occur in data entry of hours charged. Expenditure data could be subject to potential coding errors. or accruals.

New Measure

No

Target Attainment

Lower than target

Calculation Method

Noncumulative

Efficiency Measure 2:

Average Cost to Administer a Claim

Definition

The total cost of the workers' compensation program divided by the number of claims administered during the period expenditures were incurred. Total cost includes SORM workers' compensation administrative claim costs but excludes indemnity and medical provider payments.

Purpose

This efficiency measure of the workers' compensation program provides an indicator of relative efficiency when compared to the target and prior period reported measures.

Data Source

SORM database, actual and projected expenditure reports.

Methodology

The ratio of funds expended per claim administered is calculated by summing the administrative expenditures of the workers' compensation program

(excluding indemnity and medical payments) and dividing this dollar amount by the number of claims administered during the period.

Data Limitations

Expenditure data (numerator) can be limited by the accuracy of accruals and potential errors in expenditure coding. The accuracy of the number of claims administered (denominator) can be effected by potential errors made in entering claims on the Case Management System during the period.

New Measure	Target Attainment
No	Lower than target
Calculation Method	
Noncumulative	

Explanatory Measure 1: Percentage of Total Assessments Collected Used for Claim Payments

Definition

The annual amount of claim costs divided by the total amount collected for workers' compensation payments through annual assessments to covered agencies.

Purpose

This explanatory measure for the Workers' Compensation Payments strategy indicates the amount (expressed as a percentage) of the total assessments actually necessary for cash basis claim payments for the fiscal year. It provides an indicator of the accuracy of the actuarial projection used to determine the total assessment amount.

Data Source

SORM database.

Methodology

Annual net claim cash payments (numerator) divided by the total workers' compensation portion of assessments collected (denominator).

Data Limitations

None

New Measure	Target Attainment
No	Lower than target
Calculation Method	
Noncumulative	

Output Measure 1: Number of Written Risk Management Program Reviews Conducted**Definition**

A risk management program review is a review and evaluation of a covered state agency's written risk management plan and program compared against SORM risk management guidelines. The results of a review are evidenced by a written report issued by SORM whereby the agency's plan is certified or not certified to be in accordance with SORM risk management guidelines.

Purpose

This output measure of the risk management strategy compares the actual number of risk management program reviews against the targeted number of reviews. It provides documentation that a covered state agency's risk management plan and program meet the requirements of the SORM risk management guidelines.

Data Source

SORM database.

Methodology

Summation of the number of complete risk management program reviews conducted. A review is considered complete when the written report has been completed and sent to the agency.

Data Limitations

None

New Measure

No

Target Attainment

Higher than target

Calculation Method

Cumulative

Output Measure 2: Number of On-site Consultations Conducted**Definition**

An on-site consultation is a site visit at a covered state agency's physical location or facility. The consultation provides risk management services to identify and expose risk exposures and to suggest risk prevention and control measures or techniques that may be implemented by the covered agency to prevent or reduce claims and losses.

Purpose

This output measure reports the number of covered state agencies provided assistance in the identification and assessment of specific risk exposures and recommendations to prevent or reduce claims and losses.

Data Source
SORM database.

Methodology
Summation of the on-site consultation visits conducted for the period reported.

Data Limitation
None

New measure	Target Attainment
No	Higher than target

Calculation Method
Cumulative

Output Measure 3: Number of Risk Management Training Sessions Conducted

Definition
The number of training sessions conducted for eligible state agencies. Training sessions address issues relating to property, liability, or workers' compensation exposures or losses.

Purpose
This output measure compares the actual number of training sessions conducted to the planned number of training sessions.

Data Source
SORM database.

Methodology
Training sessions conducted for eligible state agencies are entered in a database. The sessions conducted during the period reported are summed and reported.

Data Limitations
None

New Measure	Target Attainment
No	Higher than target

Calculation Method
Cumulative

Output Measure 4:	Number of Initial Eligibility Determinations Made	
Definition	The number of claims accepted or denied.	
Purpose	This output measure of the workers' compensation program is an indicator of workload during the period reported.	
Data Source	State Workers' Compensation mainframe report.	
Methodology	Summation of claim denials or acceptances made during the period reported.	
Data Limitations	None	
New Measure	Target Attainment No	
Calculation Method	Target Attainment Lower than target	
Output Measure 5:	Number of Medical Bills Processed	
Definition	Number of medical bills processed includes those bills paid or denied.	
Purpose	This output measure of the workers' compensation program is an indicator of workload processed for the period reported.	
Data Source	SORM database.	
Methodology	Sum of medical bills processed during the period reported.	
Data Limitations	None	
New Measure	Target Attainment No	
Calculation Method	Target Attainment Higher than target	

Output Measure 6: Number of Indemnity Bills Paid

Definition

Number of wage replacement payments made.

Purpose

This output measure of the workers' compensation program provides an indicator of workload during the period reported.

Data Source

SORM database.

Methodology

Sum of the number of indemnity payments processed during the period reported.

Data Limitations

None

New Measure

No

Target Attainment

Higher than target

Calculation Method

Cumulative



HISTORICALLY UNDERUTILIZED BUSINESS PLAN

Supplemental information to be provided when available.



WORKFORCE PLAN

Fiscal Years 2019 to 2023

Workforce Plan Contents

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WORKFORCE PLANNING

I. Overview

The State Office of Risk Management serves as a full-service risk manager and insurance manager and administers the workers' compensation insurance program for state employees. The Office balances considerations for the rights and needs of its clients and the state worker with the protection of the legitimate interests of the citizens of the State of Texas.

The Office is administratively attached to the Office of the Attorney General. The Supply and Demand Analysis in this report does not reflect the significant contribution in administrative support (payroll and benefits administration, budgeting IT services, etc.) made by the OAG.

II. Strategic Goals and Objectives

Strategy Goals – Risk Management Program

The Executive Director of the Office serves as the state risk manager and is responsible for supervising the development and administration of a system of risk management for the state. The Office's risk management program provides risk management services to state agencies, institutions of higher education, and other entities identified by statute (state entities). The guidelines adopted by the Board of Directors for a comprehensive risk management program, and the assistance of the Office in implementing such programs, has a direct impact on losses.

The Office assists state entities and institutions of higher education in establishing and maintaining comprehensive risk management programs designed to control, reduce, and finance risk. The Office implements statewide guidelines and assist state entities in identifying and managing enterprise risks at all levels of operations.

The Office serves as a full-service insurance manager for state entities and institutions of higher education. The Office's insurance program, in conjunction with the Office's maintenance and review of records of property, casualty, and liability insurance coverages purchases by and for state entities, helps reduce costs and ensure proper financial protection against loss.

The Office administers the Statewide Insurance Purchasing Program which includes procuring and negotiating insurance programs tailored for the unique exposures and liabilities of the State. The Statewide Insurance Purchasing Program ensure the best value through encouraging continuing competition.

The state self-insures for the purpose of workers' compensation coverage for approximately 190,000 state employees throughout 143 state entities and 122 community supervision and corrections departments. The costs of the state employees' workers' compensation program are funded through risk pooling, which safeguards individual state entities from catastrophic losses that could exceed budgetary capabilities.

The Office administers Statewide Continuity of Operations Planning program, in cooperation with the other state and federal agencies. The Office is responsible for standards to ensure expansive continuity planning, testing, training, and exercising across the state enterprise.

III. Anticipated Changes in Strategies

The Office does not anticipate changes in its mission, strategies, or goals in the next five years, but stands ready to respond to any additional legislative and relevant regulatory direction affecting operations. The Office intends to focus on its ability to assist client state entities in all areas of risk management, risk retention, risk transfer, and continuity of operations planning.

IV. Workforce Profile

The Office is authorized 121.6 full-time equivalent (FTE) positions.

Workforce Skills

The professional workforce skills that are critical to the mission and goals of the Office include the ability to successfully:

- Review and provide assistance with risk management programs
- Identify risk exposures and make mitigation recommendations
- Consult with and train state entities on how to address issues related to property, liability, or workers' compensation exposures or losses
- Administer workers' compensation claims and related medical, disability, and indemnity
- Maintain and review records of property, casualty, or liability insurance coverage purchased by or for a state entity
- Administer the program for the purchase of surety bonds for state officers and employees
- Manage property, casualty, and liability insurance contracts, losses and claims
- Develop and maintain Continuity of Operations Plan
- Review continuity plans and provide guidelines, models, and assistance

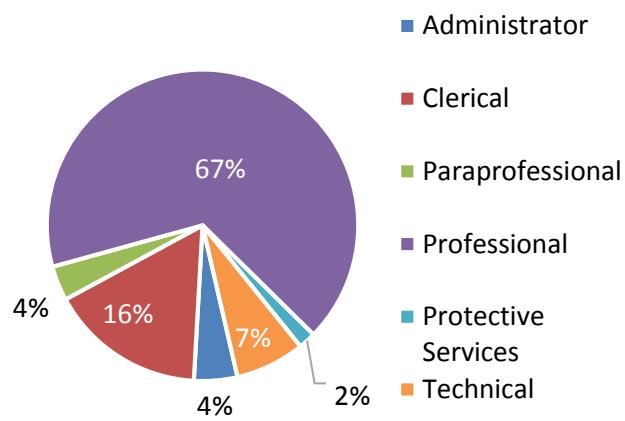
Agency staff must also have knowledge and skill in the following areas:

- Communication
- Customer service
- Problem solving

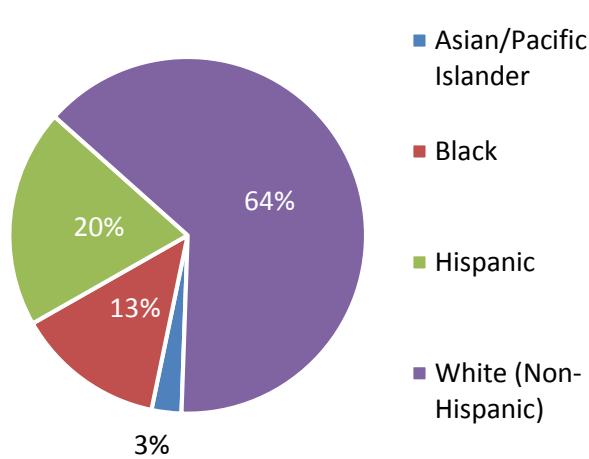
- Time management
- Research and analysis
- Application of relevant laws and regulations
- Negotiation and dispute resolution
- Proficiency in using current technologies, including computer hardware and software

Workforce Demographics

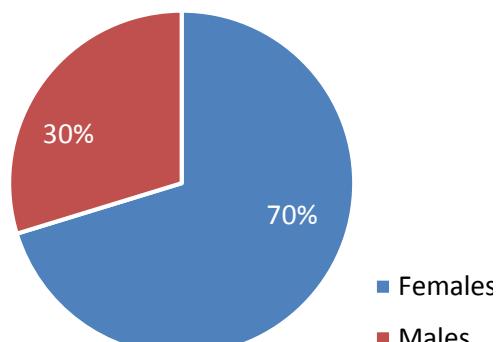
EEOC Classification



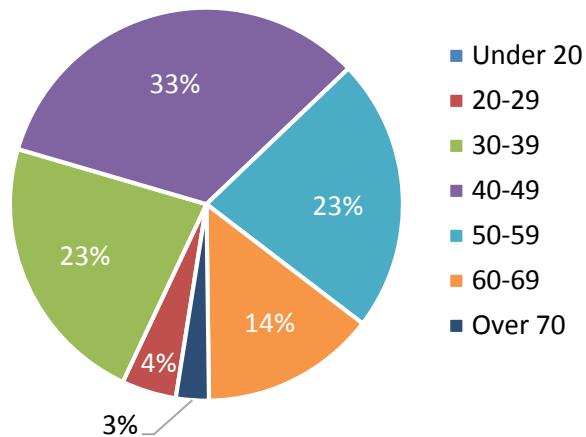
Ethnicity



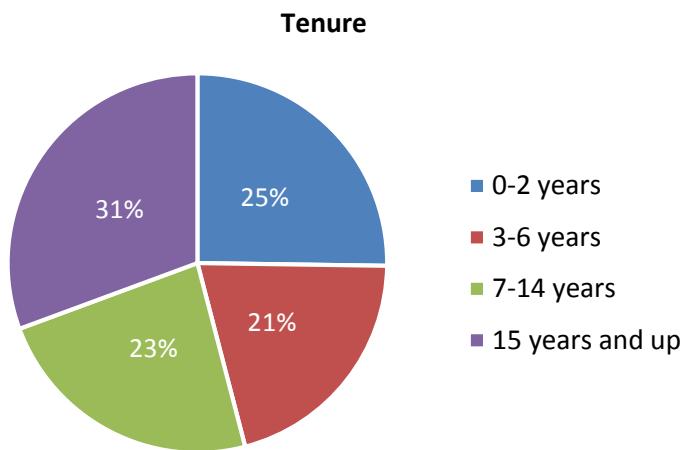
Gender



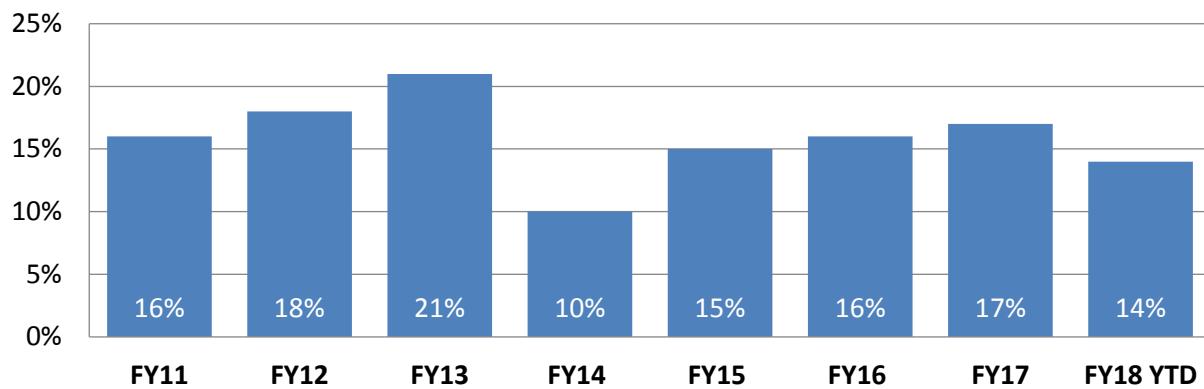
Age



¹ As of June 1, 2018



ANNUAL TURNOVER RATES



Classification	FTE	FY16 Turnover	Percentage	FY17 Turnover	Percentage
Claim Adjuster	27	6	22%	4	15
Insurance Manager	4	1	25%	1	25%
Risk Manager	6	0	0%	2	33%

Employment Trends

The Office's turnover rate has remained relatively steady. The Office anticipates turnovers will continue due to economic factors beyond its immediate control. Employee salaries remain non-competitive with the private market and employees overwhelmingly see pay and benefits as the biggest obstacle to continued employment with the Office.

The Office does experience a 15% to 22% turnover rate among its worker's compensation adjusters. According to the Texas Workforce Commission, the insurance adjuster field is

project annually by 2.3% per year through 2024 in the Capital Area alone.²

In addition, the Office has several categories of employees with specialized training and skills that are prized in the private and public market. The Risk Manager turnover rate is an example of specialized employees who are prized in the public and private market.

The Office continually assesses and analyzes salary levels to reduce turnover. However, adequate funds are needed to maintain salary parity with other positions performing similar work especially as demands grow in the Capital Area.

V. Demand Analysis – Future Workforce Profile

Workforce Skills – Projected

As the risk management, risk transfer, and continuity of operations programs grow in response to client demand and legislative direction, the Office will need additional staff with expertise and experience in these areas.

One of the Office's initiatives is to develop training services for state employees through an online learning management system. The course curriculums and production of self-directed training such as podcasts, webinars, and videos, will require staff with advanced knowledge and skills.

As explained below, demands on the Office's services coupled with new technologies to mine the Office's complex data, will require staff with advanced knowledge and skills to extract, compile, and analyze data from a granular agency level up to a state enterprise level.

Anticipated Workload Changes

Long-term demand for the Office's services is expected to increase. The Office's workload and staffing needs will intensify as participation in the Office's programs increases.

Programming and technology staff will be required to implement and maintain the new cloud-based solutions the Office will put into operation to improve the effectiveness and efficiency of critical business functions.

Technology

The Office plans to expand its use of a cloud-based risk management information system to include solutions for enterprise risk management; pre-loss environmental, health, safety and loss prevention initiatives; corrective action plans; full claim life-cycle analysis; comprehensive functionality for claim administration, claim management, and return to work guidelines; electronic document management, and policy and premium management,

2 Texas Workforce Commission, Labor Market and Career Information, www.texaslaboranalysis.com/Demand, last accessed June 5, 2018.

certificate of insurance management, modeling programs during renewal, and integration with claims to evaluate various retention options.

The cloud-based risk management information system will provide an opportunity to mine cross-functional data and provide new opportunities to analyze data to track trends to improve the effectiveness of the Office's risk programs.

VI. Gap Analysis

Transferring and/or consolidating the majority of the Office's business functions to a new system will improve work quality, efficiency, and customer service. To ensure the continuity and quality of services, staff will have to quickly master each component of the new system.

As business functions are transferred to a new system, changes must be made to processes and procedures. Evolving technology will continue to automate processes, requiring fewer employees with filing, data entry, and general clerical skills and more staff with the skills to fully make use of the system enhancements. Technology advances and improvements greatly enhances the ability and effectiveness in analysis and modeling but increases the need for staff with the skills to understand and interpret highly detailed data sets.

VII. Strategy Development

Recruiting

The competition to hire and retain employees with training and experience in enterprise risk management, business continuity, advanced commercial insurance, and workers' compensation claim administration is an on-going challenge. The Office utilizes a variety of initiatives to attract candidates.

The Office's internet site lets candidates learn about the organization, its mission, and its programs. Showcasing actual employees in videos emphasizes the importance of the Office's employees. When employment opportunities are posted, the Office highlights intangible benefits such as the culture and values of the organization. The Office also provides insight into the characteristics of the ideal candidate because it recognizes the importance of hiring people with the right traits and identifying cultural fits.

The Office has simplified the application process where possible. Candidates can easily find and apply for open positions on the agency's internet site, as well as on the Workforce website and on third-party employment platforms. During the process, the Office keeps in routine touch with all candidates. Interviews are structured to be as friendly and relaxed as possible, to ensure open and candid responses, and an exchange of detailed information about the agency, its missions, and expectations of the position. Candidates are interviewed by a mixture of future managers and peers. The Office contacts each individual who is interviewed to inform them of the outcome of the hiring process.

To broaden the potential pool of applicants, the Office advertises in trade journals, general online job sites, and industry-specific online job sites. The Office evaluates applicants on their ability to perform in the future. Candidates with a variety of work experience are considered because experience in other fields can translate to the open position.

The Office is exploring with Texas universities to set up direct posting accounts for jobs openings on university websites that are viewable by students and alumni. Another initiative under consideration is participating in the Workforce Solutions Board (Capital Area) job fairs and other outreach programs.

Additional initiatives, including social media campaigns and training programs, are under active consideration.

Succession Planning

The Office relies on its staff to carry out its missions and provide services necessary to achieve organizational goals. Knowing the difficulty with recruitment, the Office must prepare for eventual vacancies through an inward focus. Succession planning includes a review of critical leadership roles and essential skills the Office requires to fulfill its mission. Pinpointing gaps in knowledge or skill creates an opportunity to develop competency and skills through training and experience. The Office carefully evaluates individual job performance to identify high-performers with leadership potential who can move into progressively higher roles.

Senior leadership continues to train and mentor successors to become successful in available management positions. The Executive Council has fully implemented an agency wide Open-Door policy that encourages communication between staff and management. Open communication assists with identification potential staff to be mentored.

Employee Development and Training

Curbing turnover at lower and mid-level positions is critical to the future of the Office. The Office is developing and employs a talent management approach to workforce planning, recruitment, training, career development, and performance management. Training opportunities for staff are a high priority in this initiative, particularly focusing on continuing education and credentialing. To further career development, the Office provides in-house training and opportunities for staff to attend workshops and seminars to develop expertise and skills. The Office is re-evaluating and revising its career development plan. The Office continues to concentrate on leadership development.

The Office has implemented entry level departments/units where new employees are responsible for customer service needs and becoming familiar with the tasks and responsibilities associated with workers' compensation claim adjustment. This department gives new employees an opportunity to gain experience and assume greater responsibilities related to workers' compensation claims. This approach has successfully trained many new employees to become full time workers' compensation adjusters.

The Office uses the ISO 31000 risk management process enterprise-wide. The process provides a collaborative framework to discuss thoughts and ideas about risk and risk mitigation. The process captures risk and opportunity data from diverse stakeholders. ISO 31000 facilitates continuous improvement processes, helps identify resources, and establishes accountability.

The Office completed an evaluation of 360 Feedback as a staff performance evaluation method. The Office determined that 360 Feedback is a useful tool to assess, provide accurate and timely feedback to an employee on their current work process. The Office is researching the dynamics of the concept of the 360 Feedback and ways to incorporate it into more traditional evaluation methodologies.

Work/Organization Change

The Office will continue to seek ways to improve processes and maximize resources. However, the inability to attract and retain qualified staff is an enormous impediment to performing the core operational functions of the Office. The time the Office must spend on posting jobs, selecting candidates, conducting interviews, and training new staff is time the Office cannot spend on its essential business functions.



CUSTOMER SERVICE REPORT FY16 – FY17

May 8, 2018

Copies of this publication have been deposited with the Texas State Library in compliance with the State Depository Law. *Government Code §§441.101 – 106.*

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REPORT ON CUSTOMER SERVICE

Statutory Objectives

The State Office of Risk Management (Office) is charged by law to administer the enterprise risk management program, insurance program, self-insured workers' compensation program, and continuity of government operations planning program for the State of Texas. All four core missions enable State of Texas agencies and institutions of higher education to protect their employees, the general public, and the State's physical and financial assets.

Philosophy

The State Office of Risk Management will act in accordance with the highest standards of ethics, fairness, accountability and humanity for both our customers and our employees. Customer service is a cornerstone of our mission.

Inventory of External Customers

The Office has several categories of customers within each strategic objective:

Goal & Strategy	Statutory Program	Customer Category
Manage Risk and Administer Claims A.1.1 Risk Management Program	Risk Management Program	<ul style="list-style-type: none">130 state entities as defined in Labor Code §412.001, which includes:<ul style="list-style-type: none">BoardCommissionDepartmentOfficeRisk manager(s) for state entitiesState employee health and safety trainees
Manage Risk and Administer Claims A.1.1 Risk Management Program	Risk Transfer through Insurance Purchasing Program	<ul style="list-style-type: none">130 state entities as defined in Labor Code §412.001Insurance purchasing personnel for state entities
Manage Risk and Administer Claims A.1.1 Risk Management Program	Continuity of Operations Planning Program	<ul style="list-style-type: none">143 state entities defined in Labor Code §501.001 plus:<ul style="list-style-type: none">Emergency Management Council memberState Data Center Services participantContinuity of Operations Coordinator(s) for state entities

Goal & Strategy	Statutory Program	Customer Category
Manage Risk and Administer Claims	Risk Retention through Workers' Compensation Claims Administration Program	<ul style="list-style-type: none"> ▪ 143 state entities as defined in Labor Code §501.001 and §412.001, which includes: <ul style="list-style-type: none"> ▪ Board ▪ Commission ▪ Department ▪ Office ▪ Institution ▪ Texas Tech University System ▪ Texas State University System ▪ Employee Retirement System ▪ Teacher's Retirement System ▪ Windham School District ▪ Injured employees of state entities defined in Labor Code §501.001 and §412.001 plus: <ul style="list-style-type: none"> ▪ 122 Community Supervision and Corrections Departments ▪ Peace officer employed by political subdivision ▪ Texas Military Department member ▪ Texas Task Force One member ▪ Intrastate fire mutual aid system team member ▪ Regional incident management team member ▪ Claims coordinator(s) for state entities ▪ Healthcare providers
A.2.1 Pay Workers' Compensation		
B.1.1 Workers' Compensation Payments		

*Some state entities are specifically excluded from the Office's services

Information Gathering Methods

Risk Management Specialists emailed questionnaires to state entities following each risk management program review and on-site consultation.

Health and safety training attendees had to complete an electronic, post-class course evaluation before receiving a certification of course completion.

Claims coordinator trainees were asked to complete a course evaluation after the training was concluded.

The Insurance Services Program solicited customer input from state entities before the renewal of the statewide property insurance policy and automobile liability insurance policy.

Surveys were sent to the people who attended SORM-sponsored insurance symposiums.

The Office's toll-free telephone line provided an opportunity for customer feedback.

Customer inquiries and comments regarding the Office's services could be submitted through a Compliment/Complaint Form on the Office's website.

Summary of Customer-Determined Service Quality

Risk Management Program

Each year, the Risk Management Department is required to perform 29 state agency risk management program reviews (RMPR) and conduct 229 on-site consultations (OSC) with state agencies. After each visit, the Office asks the client entity to respond to the questions in Exhibit A.

The results for FY 2016 and FY 2017 are shown below:

RMPR and OSC Services				
FY	# Sent	# Responses	# Expressing Overall Satisfaction	# Identifying Ways to Improve Service
2016	234	52	52	0
2017	224	62	62	0

Health and Safety Training and Claims Coordinator Training

The Office conducts training sessions that address issues related to property, liability, or workers' compensation exposures or losses. The Office also conducts Claims Coordinator training twice a year to ensure state agency claims coordinators understand the employer's obligations in a workers' compensation claim. Training participants are asked to provide customer feedback by responding to the questions in Exhibit B. The survey results for FY 2016 and FY 2017 are shown below:

Training				
FY	# Sent	# Responses	# Expressing Overall Satisfaction	# Participants Identifying Ways to Improve Service
2016	3557	1430	1,394	374
2017	4123	1309	1,273	412

Insurance Services Program

The Office's insurance program provides insurance expertise to ensure state entities do not purchase unnecessary or questionable coverage. The Office also assists state entities with determining the appropriate type and level of insurance coverage, ensures the terms and conditions of the insurance policy provide adequate coverage, explains coverage exclusions, and participates in the claim process when a loss occurs.

In FY 2016, customer input was obtained before the renewal of the statewide property insurance policy and automobile liability insurance policy through the questions in Exhibit C and Exhibit D. The results are shown below:

Insurance Product	# Sent	# Responses	# Expressing Overall Satisfaction	# Participants Identifying Ways to Improve Service
Property	71	16	16	12
Automobile	43	12	12	8

The Office held property insurance symposiums in FY 2016 and FY 2017. Attendees were asked to provide feedback through the questions in Exhibit E and Exhibit F. The results are shown below:

Property Insurance Symposium				
FY	# Sent	# Responses	# Expressing Overall Satisfaction	# Participants Identifying Ways to Improve Service
2016	33	20	20	14
2017	54	23	23	0

The Office held automobile insurance symposiums in FY 2016 and FY 2017. Attendees were asked to provide feedback through the questions in Exhibit G and Exhibit H. The results are shown below:

Automobile Insurance Symposium				
FY	# Sent	# Responses	# Expressing Overall Satisfaction	# Participants Identifying Ways to Improve Service
2016	30	18	18	6
2017	48	14	14	2

Identification of Changes to Improve Survey Process

Focusing on the results of surveys conducted, executive management has approved a Customer Service Tracking Initiative to identify and implement potential changes for additional efficacy and efficiency in survey processes:

- Standardized questions that capture the customer service elements set forth in Government Code Chapter 2114.
- Use of consistent response formats for all surveys and questionnaires.
- Improve the delivery method for surveys and questionnaires.
- Capture customer demographics.
- Centralized tracking of all customer feedback and customer complaints.

Strategies for Improvement

Strategies for improving customer service operations could include:

- Expand the use of customer advisory groups to all statutory programs operated by the Office.
- Employ additional online survey tools to elicit customer feedback on Continuity of Operations Planning and workers' compensation claims administration.
- Explore implementation of a customer service portal with skip logic to create a custom path through a customer service survey based on how the respondent answers the current question.
- Implement and expand a robust risk management learning management system that encourages participant input.
- Study utilizing Voice Over Internet Protocol (VOIP) to conduct real time surveys.
- Expand the expertise of all staff assigned to assist state entities and improve staff members' knowledge of the risk and loss information for each specific entity.

Performance Measures

Standard Customer Service Performance Measures		Estimated FY 2016 Performance	Estimated FY 2017 Performance
Outcome	Percentage of Surveyed Customers Expressing Overall Satisfaction with Services Received	97.67	97.44
	Percentage of Surveyed Customers Identifying Ways to Improve Service Delivery	26.74	29.40
Output	Number of Customers Surveyed	3,968	4,449
	Number of Customers Served	Pages 3 - 4	Pages 3 - 4
Efficiency	Cost Per Customer Surveyed	Not Tracked	Not Tracked
Explanatory	Number Customer Groups Identified	8	8
	Number Customer Groups Inventoried	4	4

Agency Specific Performance Measures		FY 2016 Performance	FY 2017 Performance
Outcome	Incident Rate of Injuries & Illnesses Per 100 Covered Full-Time Employees	3.38%	3.39%
	Cost of Workers' Compensation Per Covered State Employee	236.61	239.29
	Cost of Workers' Compensation Per \$100 State Payroll	0.55	0.55
Output	Number Written Risk Management Program Reviews Conducted	29	29
	Number of On-Site Consultations Conducted	277	269
	Number of Risk Management Training Sessions Conducted	259	181
Efficiency	Number of Initial Eligibility Determinations Made	7,499	7,656
	Number of Medical Bills Processed	86,441	87,578
	Number of Indemnity Payments	27,582	27,165
Explanatory	Average Cost to Administer Claim	583.66	593.82
	Cost Per Hour of Direct Risk Management Service Provided	99.63	111.95
Explanatory	Percentage of Total Assessments Collected Used for Claims Payments	98.45%	94.79%

Exhibit A

Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The visit was constructive and beneficial.					
Recommendations generated are helpful for your agency in identifying risk exposures and controlling losses.					
What risk management and/or insurance services would meet the needs of your agency?					
What type of training services would your agency find beneficial?					

Exhibit B

Question	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable	Average
I am satisfied with the overall length of the class.						
I am satisfied with the scope of the information.						
The information provided will be useful.						
I am satisfied with the quality of the presentation						
The training provided met my expectations.						
I had the opportunity to ask questions or discuss issues.						
Would you attend future SORM training classes in your region?						
Would you recommend attending future SORM training to your agency management and co-workers?						
Did the instructor clearly convey the information in an easy-to-understand manner?						
Have you attended any SORM training class prior to this event?						

Exhibit C

Property Insurance Survey

The State Office of Risk Management wants to know what you think. This survey seeks your direct feedback on the State's current property program, to gain an overall understanding of how the program is meeting the current needs of its participants, and how it can be improved. Your input is crucial, and will help to ensure a responsive program with optimal terms and conditions for the State. At the end of this questionnaire, we also ask if your entity would be interested in serving on a standing advisory group to provide continuous feedback and involvement in program development. If you are interested in participating, please be sure to complete this question. All responses are due on or before Wednesday, December 7, 2016.

1. Which State of Texas agency or institution of higher education do you represent?
2. What does your agency like <u>best</u> about the current property program? a. Limits of insurance b. Current deductible c. Structure of program d. Claims handling e. Customer service f. Current broker (Arthur J. Gallagher) g. Onsite visits from insurance team h. Other: <Text Box>
3. What does your agency like <u>least</u> about the current property program? a. Limits of insurance b. Current deductible c. Structure of program d. Claims handling e. Customer service f. Current broker (Arthur J. Gallagher) g. Onsite visits from insurance team h. Other: <Text Box>
4. What <u>value-added</u> services has your agency utilized? a. Infrared services (IR) b. Transformer oil testing (TOGA) c. Loss control surveys d. Boiler inspections e. Appraisals f. Plan reviews (sprinkler, fire alarm systems, and roofing projects) g. Other: <Text Box>
5. What service would your agency like to see added or improved?
6. How satisfied is your agency with the level of service received from SORM's insurance staff as it relates to their awareness and understanding of your entity's exposures, concerns, and needs? a. Completely satisfied b. Satisfied

<p>c. Somewhat satisfied</p> <p>d. Not satisfied</p> <p>e. Other: <Text Box></p>
<p>7. The SORM insurance team can assist your agency further by doing the following:</p> <p>a. Providing more information on different insurance lines</p> <p>b. Meeting with the risk manager more often</p> <p>c. Meeting with the insurance manager more often</p> <p>d. Providing additional courses on safety and/or risk management</p> <p>e. Providing additional handouts about insurance</p> <p>f. Other: <Text Box></p>
<p>8. Has your entity identified an interest in or need for purchasing terrorism coverage, either for risk management or continuity purposes?</p> <p>a. Yes</p> <p>b. No</p> <p>c. Other <Text Box></p>
<p>9. How satisfied is your agency with the claims handling process?</p> <p>a. Completely satisfied</p> <p>b. Satisfied</p> <p>c. Somewhat satisfied</p> <p>d. Not satisfied</p> <p>e. Does not apply (never had a claim)</p> <p>f. Other <Text Box></p>
<p>10. Optional: Do you have any additional feedback to share on your experience with the claims handling process?</p>
<p>11. How satisfied is your agency with the timeliness of boiler inspections and receipt of the invoice?</p> <p>a. Completely satisfied</p> <p>b. Satisfied</p> <p>c. Somewhat satisfied</p> <p>d. Not satisfied</p>
<p>12. Optional: Do you have any additional feedback to share on your experience with boiler inspections and invoicing?</p>
<p>13. How satisfied is your agency with the structure of the current property program?</p> <p>a. Completely satisfied</p> <p>b. Satisfied</p> <p>c. Somewhat satisfied</p> <p>d. Not satisfied</p> <p>e. Other <Text Box></p>
<p>14. SORM is interested in participant feedback to assist us in further developing the property program. Would you be interested in participating in a standing advisory group?</p> <p>a. Yes</p> <p>b. No</p>

Exhibit D

Automobile Insurance Survey

The State Office of Risk Management wants your feedback. This survey seeks your direct feedback on the State Sponsored Automobile Insurance Program to gain an overall understanding of how the program is meeting the current needs of its participants, and how it can be improved. Your input is crucial, and will help to ensure a responsive program with optimal terms and conditions for the State. All responses are due on or before [date].

1. Which State of Texas agency or institution of higher education do you represent?
2. What does your entity like <u>best</u> about the current automobile program? a. Coverage options b. Claims handling c. Customer service d. Current broker (Alliant Insurance Services) e. On-site visits from insurance team f. Other: <Text Box>
3. What does your entity like <u>least</u> about the current automobile program? a. Coverage options b. Claims handling c. Customer service d. Current broker (Alliant Insurance Services) e. On-site visits from insurance team f. Other: <Text Box>
4. How satisfied is your entity with the level of service received from SORM's insurance staff as it relates to their awareness and understanding of your entity's exposures, concerns, and needs? a. Completely satisfied b. Satisfied c. Somewhat satisfied d. Not satisfied e. Other: <Text Box>
5. How satisfied is your entity with the claims handling process? a. Completely satisfied b. Satisfied c. Somewhat satisfied d. Not satisfied e. Not applicable (never had a claim)
6. Optional: Do you have any additional feedback to share on your experience with the claims handling process?
7. How satisfied is your entity with the structure of the current automobile program? a. Completely satisfied b. Satisfied c. Somewhat satisfied d. Not satisfied e. Other <Text Box>

8. Is your entity interested in information on the following topics?
a. Rental vehicles
b. Weather Related Exposures
c. Distracted Driving
d. Self-driving vehicles
e. The hiring process/Motor Vehicle Records (MVRs)
f. Post-accident investigations
g. Other: <Text Box>
9. How interested is your agency in presenting a topic in a future automobile symposium?
a. Very interested
b. Interested
c. Not interested
10. Do you have any additional feedback on the Automobile program that is not addressed in this survey?

Exhibit E

2016 Property Risk Management & Insurance Symposium on Emerging Topics
The 2016 SORM Property Risk Management & Insurance Symposium on Emerging Topics met my expectations:
a. Strongly Agree
b. Agree
c. Disagree
d. Not Applicable
The information provided in the Symposium will be useful to me in my job:
a. Strongly Agree
b. Agree
c. Disagree
d. Not Applicable
The information provided met my expectations:
a. Strongly Agree
b. Agree
c. Disagree
d. Not Applicable
I would recommend attending future Symposia to my organization's leadership and my colleagues:
a. Strongly Agree
b. Agree
c. Disagree
d. Not Applicable
I had the opportunity to ask questions or discuss issues:
a. Strongly Agree
b. Agree
c. Disagree
d. Not Applicable
What type of agency are you employed by?
Higher Education
Public Entity
Was this an appropriate time of year for the symposium?
Yes
No

If no, when would the symposium work best for your agency?
What did you like most about the program?
Do you have any suggestions on how to improve the Symposium?
Any further comments about the Symposium or the presenters?

Exhibit F

2017 Directors' and Officers' and Property Symposium Questionnaire	
During the symposium, the SORM staff was courteous and provided helpful information.	
<ul style="list-style-type: none"> a. Strongly Agree b. Agree c. Disagree d. Strongly Disagree e. Not Applicable 	
The speakers' presentations were accurate, understandable, useful, and well-designed.	
<ul style="list-style-type: none"> a. Strongly Agree b. Agree c. Disagree d. Strongly Disagree e. Not Applicable 	
I am satisfied with the level of knowledge that I received from SORM.	
<ul style="list-style-type: none"> a. Strongly Agree b. Agree c. Disagree d. Strongly Disagree e. Not Applicable 	
The instructors provided an opportunity to ask questions or discuss issues.	
<ul style="list-style-type: none"> a. Strongly Agree b. Agree c. Disagree d. Strongly Disagree e. Not Applicable 	
The training provided useful information that pertains to my job.	
<ul style="list-style-type: none"> a. Strongly Agree b. Agree c. Disagree d. Strongly Disagree e. Not Applicable 	
Please provide any suggestions for improvement:	

Exhibit G

2016 Automobile Symposium Survey

The 2016 Auto Symposium met my expectations.

- a. Strongly Agree
- b. Agree
- c. Disagree
- d. Strongly Disagree
- e. Not Applicable

I am satisfied with the scope of information provided.

- a. Strongly Agree
- b. Agree
- c. Disagree
- d. Strongly Disagree
- e. Not Applicable

The information from the Symposium will be useful to me in my job.

- a. Strongly Agree
- b. Agree
- c. Disagree
- d. Strongly Disagree
- e. Not Applicable

The information provided met my expectations.

- a. Strongly Agree
- b. Agree
- c. Disagree
- d. Strongly Disagree
- e. Not Applicable

I would recommend attending future Symposiums to my agency management and coworkers.

- a. Strongly Agree
- b. Agree
- c. Disagree
- d. Strongly Disagree
- e. Not Applicable

The instructors provided an opportunity to ask questions or discuss issues.

- a. Strongly Agree
- b. Agree
- c. Disagree
- d. Strongly Disagree
- e. Not Applicable

I had an opportunity to ask questions or discuss issues.

- a. Strongly Agree
- b. Agree
- c. Disagree
- d. Strongly Disagree
- e. Not Applicable

What did you like most about the program?

Do you have any suggestions on how to improve the Symposium?

Any further comments about the Symposium or the presenters?

Please rate the quality of the topics discussed and their presenters.

Overview of the Program

Risk Control

Roundtable Discussion
 Overview of Claims Reporting
 Overview of Texas Tort Claims Act
 Case Study – Claims Buses/Public Transit
 Overview of Hired/Non-Owned Automobile
 Overview of Telematics
 2016 Auto Symposium Overall

Exhibit H

2017 Automobile Symposium Survey

Question	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable	Average
I am satisfied with the overall length of the class.						
I am satisfied with the scope of the information.						
The information provided will be useful.						
I am satisfied with the quality of the presentation						
The training provided met my expectations.						
I had the opportunity to ask questions or discuss issues.						
Would you attend future SORM training classes in your region?						
Would you recommend attending future SORM training to your agency management and co-workers?						
Did the instructor clearly convey the information in an easy-to-understand manner?						
Have you attended any SORM training class prior to this event?						



SURVEY OF EMPLOYEE ENGAGEMENT

State Office of Risk Management

Executive Summary

2018



INSTITUTE FOR ORGANIZATIONAL EXCELLENCE

THE UNIVERSITY OF TEXAS AT AUSTIN

REPORT ID: 479

Executive Summary

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Introduction

THANK YOU for your participation in the Survey of Employee Engagement (SEE). We trust that you will find this information helpful in your leadership planning and organizational development efforts. The SEE is specifically focused on the key drivers relative to the ability to engage employees towards successfully fulfilling the vision and mission of the organization.

Inside this report, you will find many tools to assist you in understanding the engagement of your employees. Your first indication of engagement will be the response rate of your employees. From there, we share with you the overall score for your organization, averaging all survey items. You will also find a breakdown of the levels of engagement found among your employees. We have provided demographic information about the employees surveyed as well as what percent are leaving or retiring in the near future. Then, this report contains a breakdown of the scoring for each construct we surveyed, highlighting areas of strength and areas of concern. Finally, we have provided Focus Forward action items throughout the report and a timeline suggesting how to move forward with what you have learned from the survey results.

Your report represents aggregate data, but some organizations will want further information. For example, the SEE makes it possible to see results broken down by demographic groupings. We would enjoy hearing how you've used the data, and what you liked and disliked about the SEE experience. We are here to help you engage your employees in achieving your vision and mission.



Noel Landuyt
Associate Director
Institute for Organizational Excellence

Organization Profile

 <p>SORM State Office of Risk Management State Office of Risk Management</p> <p>Organizational Leadership: Stephen Vollbrecht, Executive Director and State Risk Manager</p> <p>Benchmark Categories: Size 3: Organizations with 101 to 300 employees Mission 1/10 : General Government</p>	<p>Survey Administration</p> <p>Collection Period: 02/06/2018 through 02/23/2018</p> <p>Survey Liaison: Audrea Blake Senior Executive Assistant PO Box 13777 300 W. 15th St, 6th Flr Austin, TX 78711-3777</p> <p>(512) 936-1564 audrea.blake@sorm.texas.gov</p>
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The Survey

48
Primary
Items

Primary Items

The Survey of Employee Engagement (SEE) consists of a series of 48 primary items used to assess essential and fundamental aspects of how the organization functions. The items are on a 5-point scale from Strongly Disagree (1) to Strongly Agree (5).

Demographic Items

Also included on the SEE instrument are a series of items to ascertain the demography of the respondents.

12
Constructs

Constructs

Similar items are grouped together, and their scores are averaged to produce twelve construct measures. These constructs capture the concepts most utilized by leadership and drive organizational performance and engagement.



2
Key
Scores

Overall Score

The Overall Score is an average of all survey items and represents the overall score for the organization. It is a broad indicator for comparison purposes with other entities.

Levels of Employee Engagement

Twelve items crossing several survey constructs have been selected to assess the level of engagement (high, moderate, or low) among individual employees.

15 Breakout
Categories

Organizations can use breakout categories to get a cross-sectional look at specific functional or geographic areas. Your organization had a total of 15 breakout categories.

14 Additional
Items

Organizations can customize their survey with up to 20 additional items. These items can target issues specific to the organization. Your organization added 14 additional items.



EMPLOYEE ENGAGEMENT

INSTITUTE FOR ORGANIZATIONAL EXCELLENCE

Employee Engagement

88.2%



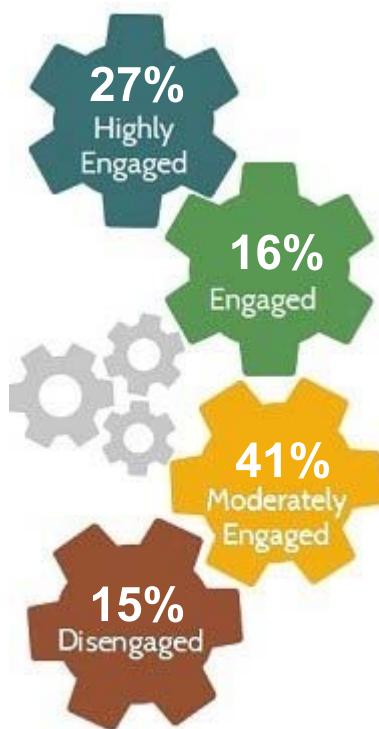
Up 2.2%

Response Rate

The response rate to the survey is your first indication of the level of employee engagement in your organization. Of the 110 employees invited to take the survey, 97 responded for a response rate of 88.2%. As a general rule, rates higher than 50% suggest soundness, while rates lower than 30% may indicate problems. At 88.2%, your response rate is considered high. High rates mean that employees have an investment in the organization and are willing to contribute towards making improvements within the workplace. With this level of engagement, employees have high expectations from leadership to act upon the survey results.

Overall Score

The overall score is a broad indicator for comparison purposes with other entities. Scores above 350 are desirable, and when scores dip below 300, there should be cause for concern. Scores above 400 are the product of a highly engaged workforce. **Your Overall Score from last time was 376.**



Levels of Employee Engagement

Twelve items crossing several survey constructs have been selected to assess the level of engagement among individual employees. For this organization, 27% of employees are Highly Engaged, 16% are Engaged, 41% are Moderately Engaged, and 15% are Disengaged.

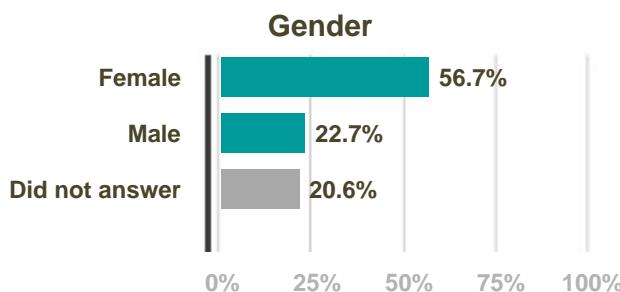
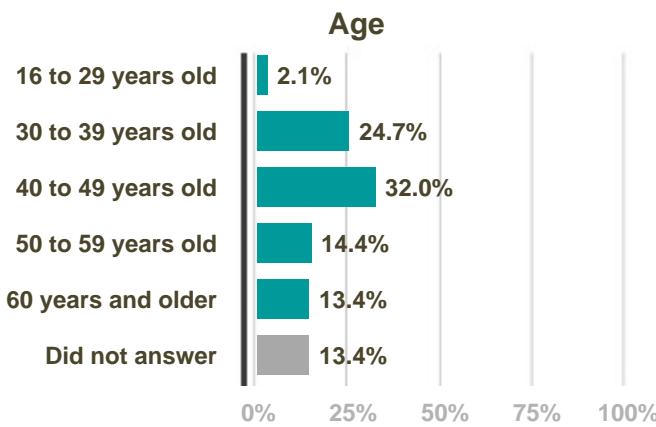
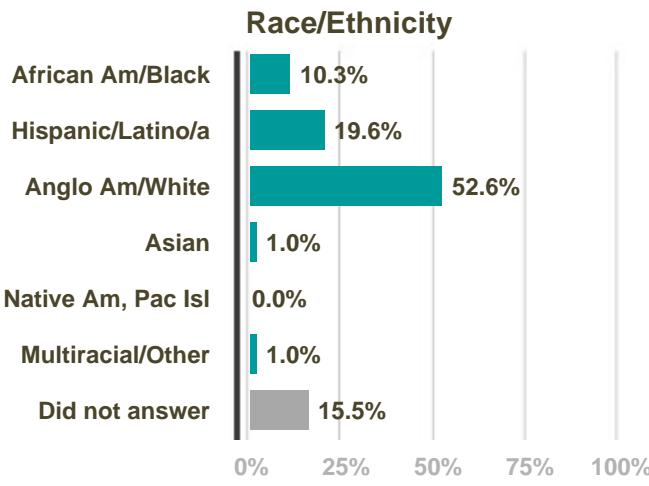
Highly Engaged employees are willing to go above and beyond in their employment. Engaged employees are more present in the workplace and show an effort to help out. Moderately Engaged employees are physically present, but put minimal effort towards accomplishing the job. Disengaged employees are disinterested in their jobs and may be actively working against their coworkers.

For comparison purposes, according to nationwide polling data, about 30% of employees are Highly Engaged or Engaged, 50% are Moderately Engaged, and 20% are Disengaged. While these numbers may seem intimidating, they offer a starting point for discussions on how to further engage employees. Focus on building trust, encouraging the expression of ideas, and providing employees with the resources, guidance, and training they need to do their best work.



People

Examining demographic data is an important aspect of determining the level of consensus and shared viewpoints across the organization. A diverse workforce helps ensure that different ideas are understood, and that those served see the organization as representative of the community. Gender, race/ethnicity, and age are just a few ways to measure diversity. While percentages can vary among different organizations, extreme imbalances should be a cause for concern.



YEARS OF SERVICE With this Organization



22% New Hires (0-2 years)
34% Experienced (3-10 years)
28% Very Experienced (11+ years)
16% Did Not Answer

Each figure represents about 1.1 employees.

FOCUS FORWARD >>>

4% INTEND TO LEAVE

Understand why people are leaving your organization by examining retention factors such as working conditions, market competitiveness, or upcoming retirement. Focus efforts on the factors with the greatest impact on turnover and consider using exit surveys to target specific issues.

10% CAN RETIRE

This percentage of respondents indicated that they are eligible for retirement, or will be within the next two years.



Constructs

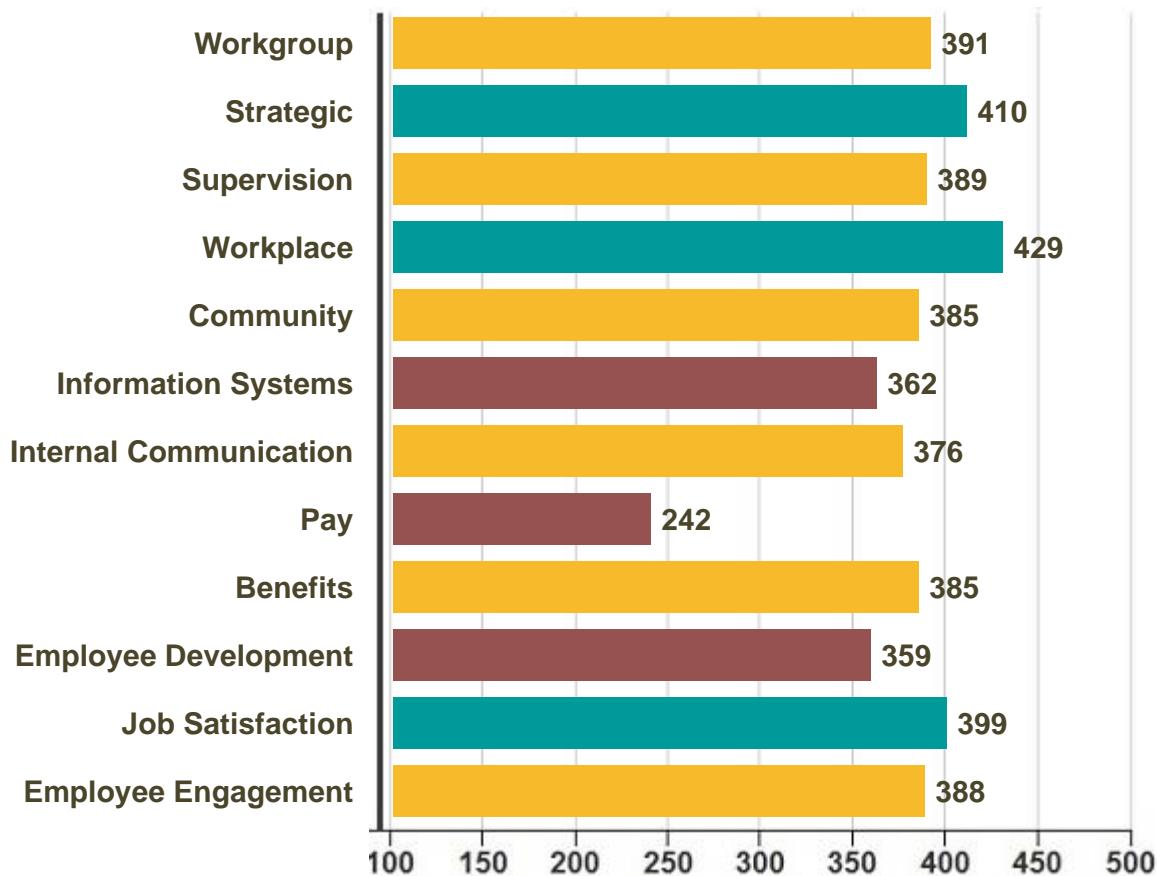
Similar items are grouped together and their scores are averaged and multiplied by 100 to produce 12 construct measures. These constructs capture the concepts most utilized by leadership and drive organizational performance and engagement.

Each construct is displayed below with its corresponding score. Constructs have been coded below to highlight the organization's areas of strength and concern. The three highest are green, the three lowest are red, and all others are yellow. Scores typically range from 300 to 400, and 350 is a tipping point between positive and negative perceptions. The lowest score for a construct is 100, while the highest is 500.

FOCUS FORWARD >>>

Every organization faces different challenges depending on working conditions, resources, and job characteristics. On the next page, we highlight the constructs that are relative strengths and concerns for your organization. While it is important to examine areas of concern, this is also an opportunity to recognize and celebrate areas that employees have judged to be strengths. All organizations start in a different place, and there is always room for improvement within each area.

Construct Scores



Constructs Over Time

One of the benefits of continuing to participate in the survey is that over time data shows how employees' views have changed as a result of implementing efforts suggested by previous survey results.

Positive changes indicate that employees perceive the issue as having improved since the previous survey.

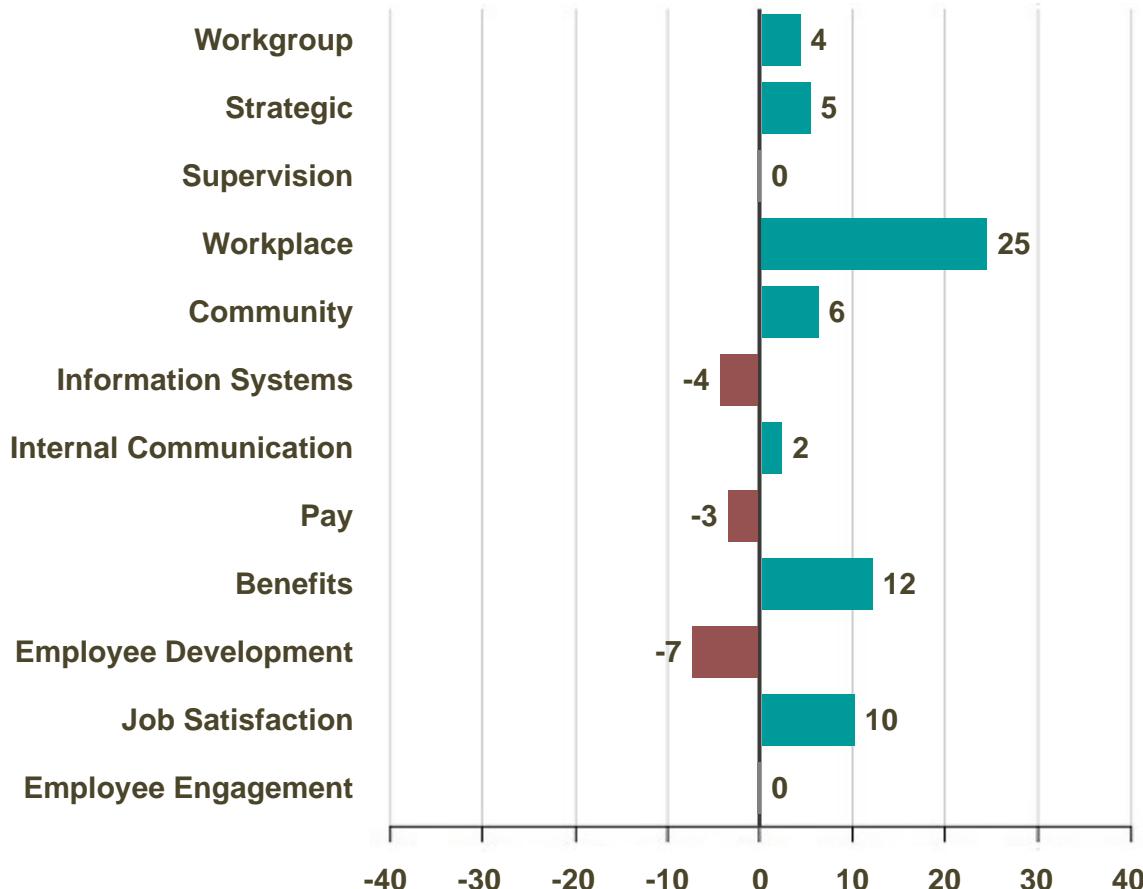
Negative changes indicate that the employees perceive that the issue has worsened since the previous survey. Negative changes of greater than 40 points and having 8 or more negative construct changes should be a source of concern for the organization and should be discussed with employees and organizational leadership.

Has Change Occurred?

Variation in scores from year to year is normal, even when nothing has changed. Analyzing trend data requires bringing patterns into focus, digging deeper into data, and asking questions about issues surrounding the workplace.

Pay close attention to changes of more than 15 points in either direction. Were there any new policies or organizational changes that might have affected the scores? Were these areas a point of focus for your change initiatives?

Construct Scores Over Time



Areas of Strength and Concern

Areas of Strength



Workplace

Score: 429

The workplace construct captures employees' perceptions of the total work atmosphere, the degree to which they consider it safe, and the overall feel. Higher scores suggest that employees see the setting as satisfactory, safe and that adequate tools and resources are available.

Strategic

Score: 410

The strategic construct captures employees' perceptions of their role in the organization and the organization's mission, vision, and strategic plan. Higher scores suggest that employees understand their role in the organization and consider the organization's reputation to be positive.

Job Satisfaction

Score: 399

The job satisfaction construct captures employees' perceptions about the overall work situation and ability to maintain work-life balance. Higher scores suggest that employees are pleased with working conditions and their workload.

Areas of Concern



Pay

Score: 242

The pay construct captures employees' perceptions about how well the compensation package offered by the organization holds up when compared to similar jobs in other organizations. Lower scores suggest that pay is a central concern or reason for discontent and is not comparable to similar organizations.

Employee Development

Score: 359

The employee development construct captures employees' perceptions about the priority given to their personal and job growth needs. Lower scores suggest that employees feel stymied in their education and growth in job competence.

Information Systems

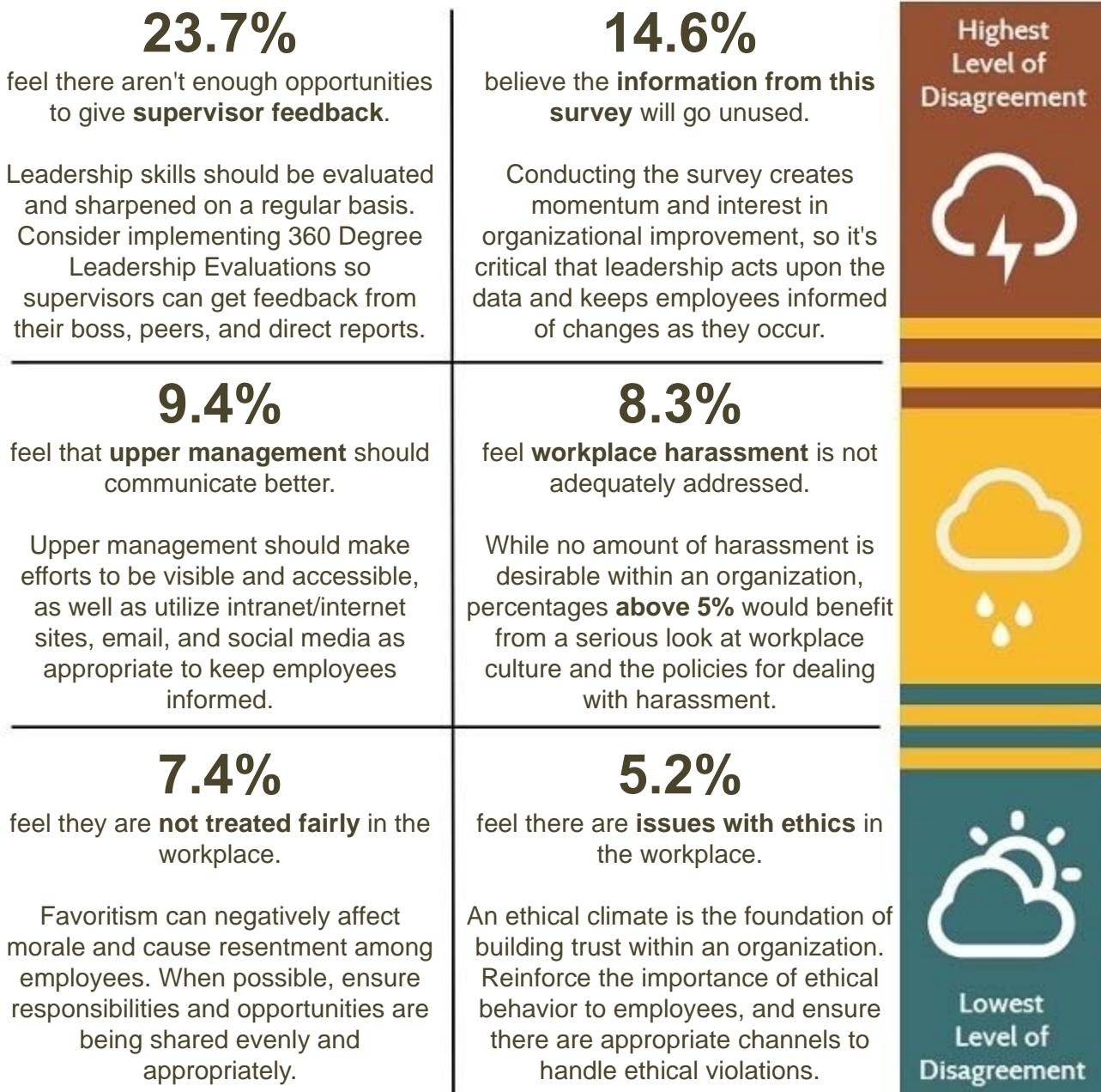
Score: 362

The information systems construct captures employees' perceptions of whether computer and communication systems provide accessible, accurate, and clear information. The lower the score, the more likely employees are frustrated with their ability to secure needed information through current systems.



Climate

The climate in which employees work does, to a large extent, determine the efficiency and effectiveness of an organization. The appropriate climate is a combination of a safe, non-harassing environment with ethical abiding employees who treat each other with fairness and respect. Moreover, it is an organization with proactive management that communicates and has the capability to make thoughtful decisions. Below are the percentages of employees who marked disagree or strongly disagree for each of the 6 climate items.



FOCUS FORWARD >>>

After the survey data has been compiled, the results are returned approximately one to two months after data collection stops. Survey results are provided in several formats to provide maximum flexibility in interpreting the data and sharing the data with the entire organization. The quick turnaround in reporting allows for immediate action upon the results while they are still current.

Survey Results Received

Executive Summaries, Data Reports, and Excel data are provided for the organization as a whole and for breakout categories. Any of these formats can be used alone or in combination to create rich information on which employees can base their ideas for change.



MAR
2018

Share with All Employees

Share results by creating reports, newsletters, or PowerPoint presentations providing data along with illustrations pertinent to the organization. Have employees participate in small work unit groups to review reports as they are distributed.



MAY
2018



Review Survey Data
Review the data and summaries with the executive staff, and develop a plan for circulating the data to all employees. Several types of benchmark scores provide relevant external comparisons, and breakdown categories can be used to make internal comparisons.



JUN
2018

Engage Employees in Change
Designate the Change Team composed of a diagonal slice across the organization that will guide the effort. Review the organization's strengths and brainstorm on how to best address weaknesses. Provide employees with comment cards to express their ideas.



AUG
2018

Move Forward with Change

Have the Change Team compile the priority change topics and action points, and present them to the executive staff. Discuss the administrative protocols for implementing the changes. Determine the plan of action, set a reasonable timeline, and keep employees informed of changes.



OCT
2018

Sharpen Your Focus
Further data breakdowns and custom reports are available. We also offer leadership assessments, employee pulse and exit surveys, and customer satisfaction surveys. Consultation time for presentations and focus groups is available as well. Please contact us at any time: www.survey.utexas.edu



DEC
2019

Resurvey

Administer the Survey of Employee Engagement again to document the effectiveness of your change efforts.



EMPLOYEE ENGAGEMENT

INSTITUTE FOR ORGANIZATIONAL EXCELLENCE

Demographic Items

Survey respondent information reports the response rate and frequency information for all demographic variables that were asked of participants. Response Rate is a good indicator of employees' willingness to engage in efforts to improve the organization. Scope of Participation is a gauge to see whether or not employees by demographic characteristics participated in the survey.

Response Rate

Your response rate is the percentage of surveys distributed divided by the number of valid surveys received. For category reports, we only report the response rate for the organization as a whole.

What is a good response rate?

If your organization sampled employees, the answer must take into consideration size, sampling strategy, variance, and error tolerance. When all employees are surveyed (census), a general rule for organizations of at least 500, is that a 30% rate is a low, but an acceptable level of response. In general, response rates of greater than 50% (regardless of number of employees) indicate a strong level of participation.

What about non-respondents?

First, you should review the scope of participation discussed in the following paragraph. Second, you need to ascertain whether or not a more focused effort is needed to determine why some groups did not respond.

Scope of Participation

Respondent information is used as a gauge of the scope of participation. For example, the percentages of male and female respondents should roughly mirror your organization's gender composition. This should be true for the other demographic categories. If not, consider whether or not additional efforts need to be made to engage those low participating categories. It is important to note the following:

- If less than five respondents selected a demographic variable, "Less Than Five" and "Not Available" is reported to protect the respondents' anonymity.
- Participants have the option to skip items or select prefer not to answer. Both of these non-responses are combined to give a total "Prefer not to answer" count.

Demographic Items

Total Respondents: 97
 Surveys Distributed: 110
 Response Rate: 88.18%

**Number
of Survey
Respondents**

**Percent
of Survey
Respondents**

My highest education level

Did not finish high school:	Less than 5	Not Available
High school diploma (or GED):	12	12.37%
Some college:	26	26.80%
Associate's Degree:	8	8.25%
Bachelor's Degree:	35	36.08%
Master's Degree:	5	5.15%
Doctoral Degree:	5	5.15%
Prefer not to answer:	6	6.19%

I am

Female:	55	56.70%
Male:	22	22.68%
Prefer not to answer:	20	20.62%

My annual salary (before taxes)

Less than \$15,000:	Less than 5	Not Available
\$15,000-\$25,000:	Less than 5	Not Available
\$25,001-\$35,000:	9	9.28%
\$35,001-\$45,000:	10	10.31%
\$45,001-\$50,000:	9	9.28%
\$50,001-\$60,000:	38	39.18%
\$60,001-\$75,000:	15	15.46%
More than \$75,000:	7	7.22%
Prefer not to answer:	7	7.22%

My age (in years)

16-29:	Less than 5	Not Available
30-39:	24	24.74%
40-49:	31	31.96%
50-59:	14	14.43%
60+:	13	13.40%
Prefer not to answer:	13	13.40%

Demographic Items

Total Respondents: 97
 Surveys Distributed: 110
 Response Rate: 88.18%

**Number
of Survey
Respondents**

**Percent
of Survey
Respondents**

Years of service with this organization

Less than 1:	11	11.34%
1-2:	10	10.31%
3-5:	20	20.62%
6-10:	13	13.40%
11-15:	8	8.25%
16+:	19	19.59%
Prefer not to answer:	16	16.49%

My race/ethnic identification

African-American or Black:	10	10.31%
Hispanic or Latino/a:	19	19.59%
Anglo-American or White:	51	52.58%
Asian:	Less than 5	Not Available
American Indian or Pacific Islander:	Less than 5	Not Available
Multiracial or Other:	Less than 5	Not Available
Prefer not to answer:	15	15.46%

I am currently in a supervisory role.

Yes:	15	15.46%
No:	66	68.04%
Prefer not to answer:	16	16.49%

I received a promotion during the past two years.

Yes:	16	16.49%
No:	73	75.26%
Prefer not to answer:	8	8.25%

I received a merit increase during the past two years.

Yes:	40	41.24%
No:	49	50.52%
Prefer not to answer:	8	8.25%

Demographic Items

Total Respondents: 97
 Surveys Distributed: 110
 Response Rate: 88.18%

Number of Survey Respondents	Percent of Survey Respondents
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I plan to be working for this organization in one year.

Yes:	81	83.51%
No:	Less than 5	Not Available
Prefer not to answer:	12	12.37%

I am eligible for retirement within the next two years.

Yes:	10	10.31%
No:	76	78.35%
Prefer not to answer:	11	11.34%

Primary Items

For the primary items (numbered 1-48), participants were asked to indicate how they agreed with each positively phrased statement. If participants did not have information or the item did not apply, they were to select don't know/not applicable.

Each primary item is returned with the item text and two types of reported numerical data, response data and benchmark data. The following definitions correspond to survey items:

Response Data

- **Score** is calculated by averaging all item responses on a five point scale ranging from 5=Strongly Agree to 1=Strongly Disagree. If the participant selected Don't Know/Not Applicable, their response is considered a valid response, but it is not used in the calculation of the score.
- **Standard Deviation** calculates the level of agreement. Large deviations indicate greater levels of disagreement. For this report, you can expect standard deviations to be between .7 and 1.10.
- **Total Respondents** is the number of valid responses including Don't Know/Not Applicable. If everyone did not answer every item, the number of respondents for an item is less than the number of respondents reported in your response rate.
- **Respondents** is the number of participants who selected each item (strongly agree, agree, etc.).
- **Percentage** is the number of participants who selected each item (strongly agree, agree, etc.) divided by the total number of valid responses.
- **Percent Agreement** is the number of participants who agreed with the item (strongly agree or agree) divided by the total number of valid responses.

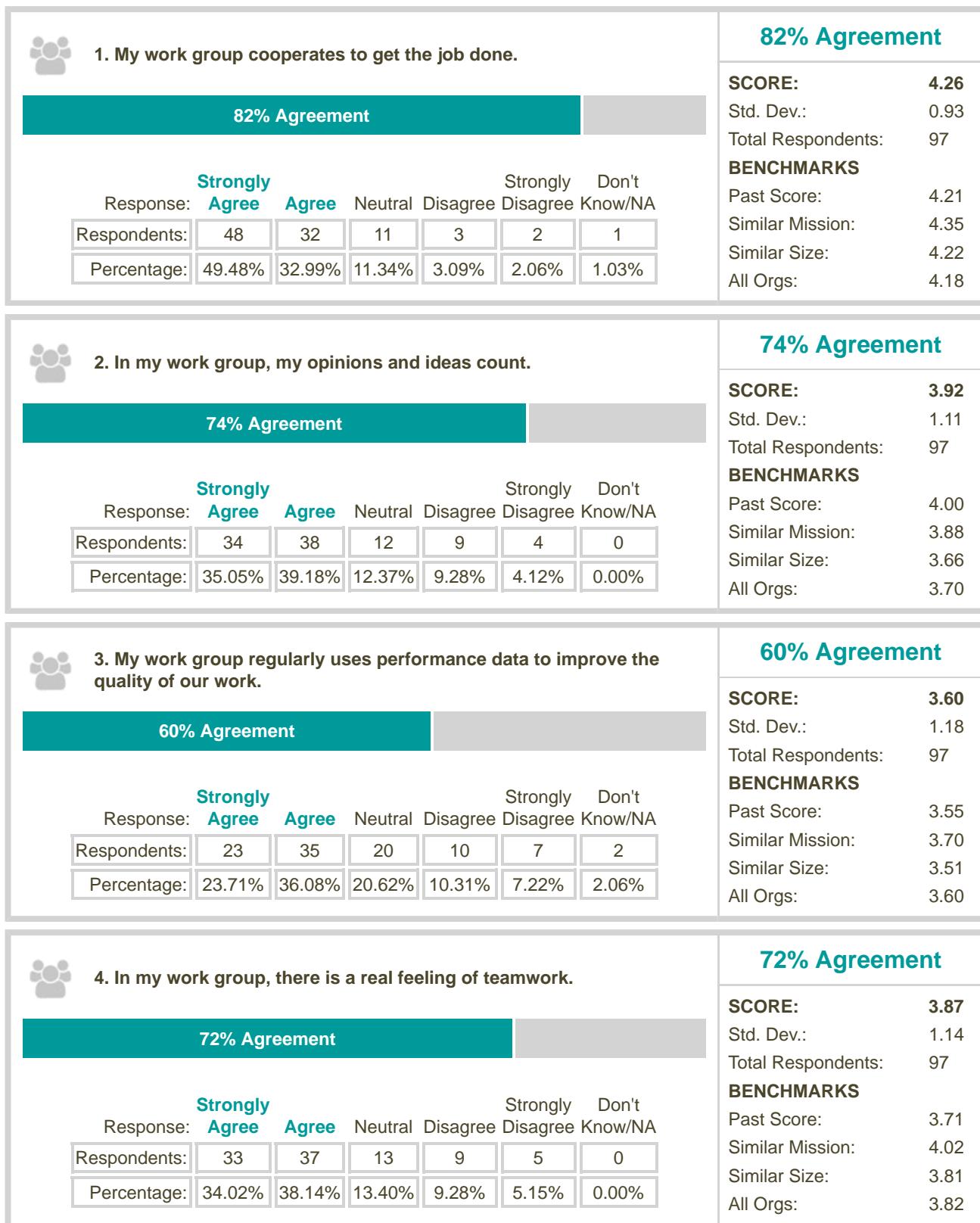
Benchmark Data

- **Past Score** is your organization's score reported from the previous iteration, if available.
- **Similar Mission** is the average score from organizations that share a similar mission to your organization.
- **Similar Size** is the average score from organizations that are a similar size to your organization.
- **All Organizations** is the average score from all organizations.
- **Organizational Categories** are benchmarked against the organization as a whole.

Interpreting Data

Any interpretation of data must be done in context of the organizational setting and environmental factors impacting the organization. Regardless of the averages, scores range from areas of strength to areas of concern. In general, most scores are between 3.00 and 4.00. Scores below a 3.25 are of concern because they indicate general dissatisfaction. Scores above 3.75 indicate positive perceptions. When available, over time data provides previous scores from and benchmark data comparative scores. In general (because various factors and statistical test would be needed to confirm), scores that have changed or differ by .2 may be significant.

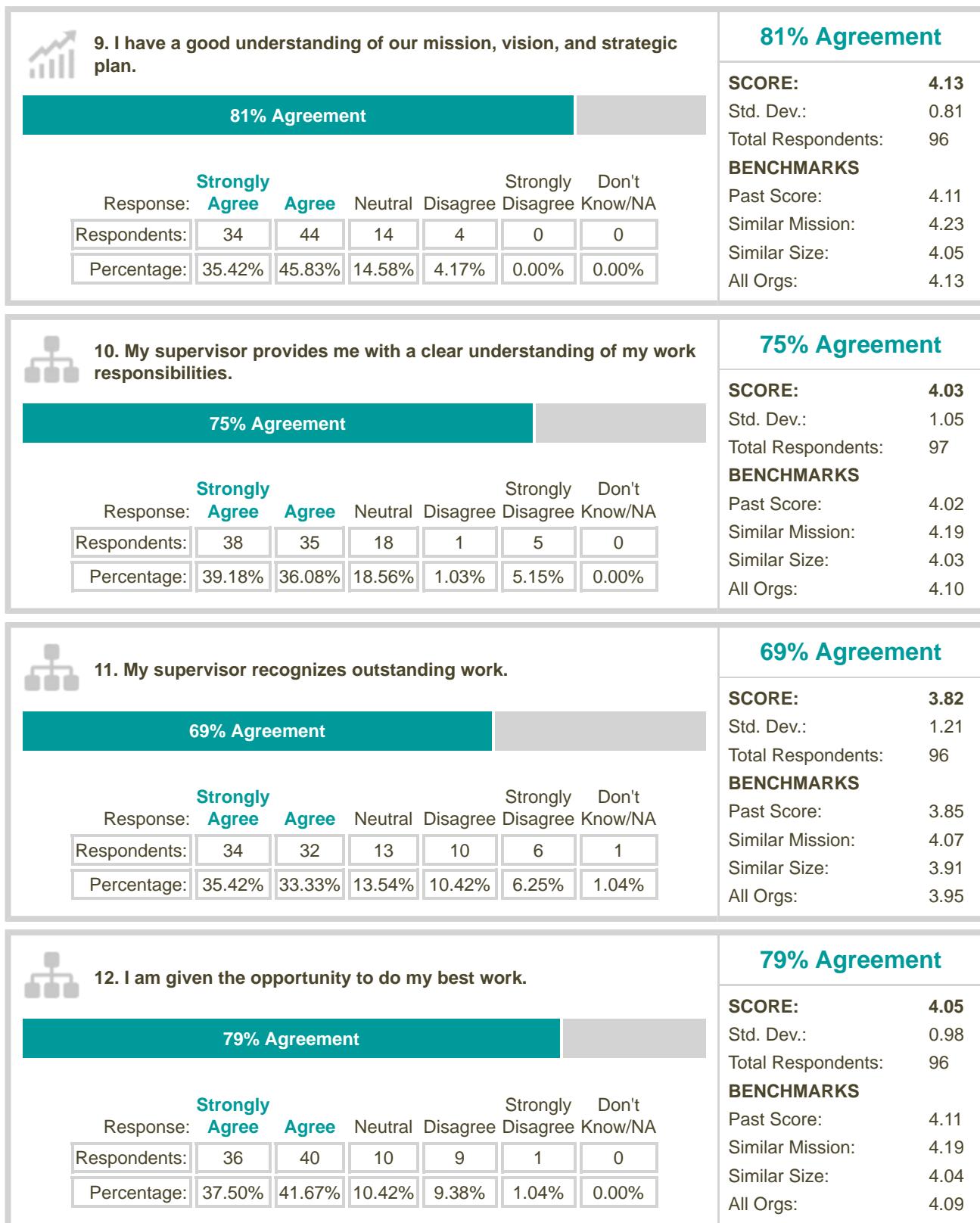
Primary Items



Primary Items

 <p>5. Our organization is known for the quality of work we provide.</p> <p>77% Agreement</p> <table border="1" data-bbox="241 403 1019 544"> <thead> <tr> <th>Response:</th><th>Strongly Agree</th><th>Agree</th><th>Neutral</th><th>Disagree</th><th>Don't Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>32</td><td>43</td><td>18</td><td>2</td><td>0</td><td>2</td></tr> <tr> <td>Percentage:</td><td>32.99%</td><td>44.33%</td><td>18.56%</td><td>2.06%</td><td>0.00%</td><td>2.06%</td></tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA	Respondents:	32	43	18	2	0	2	Percentage:	32.99%	44.33%	18.56%	2.06%	0.00%	2.06%	<p>77% Agreement</p> <p>SCORE: 4.11 Std. Dev.: 0.78 Total Respondents: 97</p> <p>BENCHMARKS</p> <p>Past Score: 3.93 Similar Mission: 4.18 Similar Size: 3.97 All Orgs: 3.93</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA																
Respondents:	32	43	18	2	0	2															
Percentage:	32.99%	44.33%	18.56%	2.06%	0.00%	2.06%															
 <p>6. I know how my work impacts others in the organization.</p> <p>92% Agreement</p> <table border="1" data-bbox="241 804 1019 946"> <thead> <tr> <th>Response:</th><th>Strongly Agree</th><th>Agree</th><th>Neutral</th><th>Disagree</th><th>Don't Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>43</td><td>46</td><td>5</td><td>3</td><td>0</td><td>0</td></tr> <tr> <td>Percentage:</td><td>44.33%</td><td>47.42%</td><td>5.15%</td><td>3.09%</td><td>0.00%</td><td>0.00%</td></tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA	Respondents:	43	46	5	3	0	0	Percentage:	44.33%	47.42%	5.15%	3.09%	0.00%	0.00%	<p>92% Agreement</p> <p>SCORE: 4.33 Std. Dev.: 0.72 Total Respondents: 97</p> <p>BENCHMARKS</p> <p>Past Score: 4.29 Similar Mission: 4.18 Similar Size: 4.09 All Orgs: 4.12</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA																
Respondents:	43	46	5	3	0	0															
Percentage:	44.33%	47.42%	5.15%	3.09%	0.00%	0.00%															
 <p>7. My organization develops services to match the needs of our customers/clients.</p> <p>74% Agreement</p> <table border="1" data-bbox="241 1191 1019 1332"> <thead> <tr> <th>Response:</th><th>Strongly Agree</th><th>Agree</th><th>Neutral</th><th>Disagree</th><th>Don't Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>26</td><td>45</td><td>16</td><td>7</td><td>0</td><td>2</td></tr> <tr> <td>Percentage:</td><td>27.08%</td><td>46.88%</td><td>16.67%</td><td>7.29%</td><td>0.00%</td><td>2.08%</td></tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA	Respondents:	26	45	16	7	0	2	Percentage:	27.08%	46.88%	16.67%	7.29%	0.00%	2.08%	<p>74% Agreement</p> <p>SCORE: 3.96 Std. Dev.: 0.87 Total Respondents: 96</p> <p>BENCHMARKS</p> <p>Past Score: 4.01 Similar Mission: 4.18 Similar Size: 3.94 All Orgs: 3.97</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA																
Respondents:	26	45	16	7	0	2															
Percentage:	27.08%	46.88%	16.67%	7.29%	0.00%	2.08%															
 <p>8. Our organization communicates effectively with the public.</p> <p>71% Agreement</p> <table border="1" data-bbox="241 1592 1019 1733"> <thead> <tr> <th>Response:</th><th>Strongly Agree</th><th>Agree</th><th>Neutral</th><th>Disagree</th><th>Don't Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>27</td><td>42</td><td>21</td><td>5</td><td>0</td><td>2</td></tr> <tr> <td>Percentage:</td><td>27.84%</td><td>43.30%</td><td>21.65%</td><td>5.15%</td><td>0.00%</td><td>2.06%</td></tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA	Respondents:	27	42	21	5	0	2	Percentage:	27.84%	43.30%	21.65%	5.15%	0.00%	2.06%	<p>71% Agreement</p> <p>SCORE: 3.96 Std. Dev.: 0.85 Total Respondents: 97</p> <p>BENCHMARKS</p> <p>Past Score: 3.93 Similar Mission: 4.16 Similar Size: 3.98 All Orgs: 3.97</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA																
Respondents:	27	42	21	5	0	2															
Percentage:	27.84%	43.30%	21.65%	5.15%	0.00%	2.06%															

Primary Items



Primary Items

 <p>13. My supervisor is consistent when administering policies concerning employees.</p> <p>67% Agreement</p> <table border="1" data-bbox="241 418 1019 544"> <thead> <tr> <th>Response:</th><th>Strongly Agree</th><th>Agree</th><th>Neutral</th><th>Disagree</th><th>Don't Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>31</td><td>33</td><td>11</td><td>15</td><td>4</td><td>2</td></tr> <tr> <td>Percentage:</td><td>32.29%</td><td>34.38%</td><td>11.46%</td><td>15.63%</td><td>4.17%</td><td>2.08%</td></tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA	Respondents:	31	33	11	15	4	2	Percentage:	32.29%	34.38%	11.46%	15.63%	4.17%	2.08%	<p>67% Agreement</p> <p>SCORE: 3.77 Std. Dev.: 1.20 Total Respondents: 96</p> <p>BENCHMARKS</p> <p>Past Score: 3.74 Similar Mission: 4.00 Similar Size: 3.80 All Orgs: 3.85</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA																
Respondents:	31	33	11	15	4	2															
Percentage:	32.29%	34.38%	11.46%	15.63%	4.17%	2.08%															
 <p>14. My supervisor evaluates my performance fairly.</p> <p>59% Agreement</p> <table border="1" data-bbox="241 804 1019 967"> <thead> <tr> <th>Response:</th><th>Strongly Agree</th><th>Agree</th><th>Neutral</th><th>Disagree</th><th>Don't Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>27</td><td>28</td><td>18</td><td>8</td><td>4</td><td>9</td></tr> <tr> <td>Percentage:</td><td>28.72%</td><td>29.79%</td><td>19.15%</td><td>8.51%</td><td>4.26%</td><td>9.57%</td></tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA	Respondents:	27	28	18	8	4	9	Percentage:	28.72%	29.79%	19.15%	8.51%	4.26%	9.57%	<p>59% Agreement</p> <p>SCORE: 3.78 Std. Dev.: 1.14 Total Respondents: 94</p> <p>BENCHMARKS</p> <p>Past Score: 3.74 Similar Mission: 4.00 Similar Size: 3.86 All Orgs: 3.86</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA																
Respondents:	27	28	18	8	4	9															
Percentage:	28.72%	29.79%	19.15%	8.51%	4.26%	9.57%															
 <p>15. Given the type of work I do, my physical workplace meets my needs.</p> <p>92% Agreement</p> <table border="1" data-bbox="241 1220 1019 1379"> <thead> <tr> <th>Response:</th><th>Strongly Agree</th><th>Agree</th><th>Neutral</th><th>Disagree</th><th>Don't Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>45</td><td>43</td><td>5</td><td>2</td><td>1</td><td>0</td></tr> <tr> <td>Percentage:</td><td>46.88%</td><td>44.79%</td><td>5.21%</td><td>2.08%</td><td>1.04%</td><td>0.00%</td></tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA	Respondents:	45	43	5	2	1	0	Percentage:	46.88%	44.79%	5.21%	2.08%	1.04%	0.00%	<p>92% Agreement</p> <p>SCORE: 4.34 Std. Dev.: 0.77 Total Respondents: 96</p> <p>BENCHMARKS</p> <p>Past Score: 4.12 Similar Mission: 4.05 Similar Size: 3.98 All Orgs: 3.98</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA																
Respondents:	45	43	5	2	1	0															
Percentage:	46.88%	44.79%	5.21%	2.08%	1.04%	0.00%															
 <p>16. My workplace is well maintained.</p> <p>92% Agreement</p> <table border="1" data-bbox="241 1611 1019 1769"> <thead> <tr> <th>Response:</th><th>Strongly Agree</th><th>Agree</th><th>Neutral</th><th>Disagree</th><th>Don't Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>43</td><td>45</td><td>6</td><td>1</td><td>1</td><td>0</td></tr> <tr> <td>Percentage:</td><td>44.79%</td><td>46.88%</td><td>6.25%</td><td>1.04%</td><td>1.04%</td><td>0.00%</td></tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA	Respondents:	43	45	6	1	1	0	Percentage:	44.79%	46.88%	6.25%	1.04%	1.04%	0.00%	<p>92% Agreement</p> <p>SCORE: 4.33 Std. Dev.: 0.74 Total Respondents: 96</p> <p>BENCHMARKS</p> <p>Past Score: 3.80 Similar Mission: 3.92 Similar Size: 3.77 All Orgs: 3.82</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA																
Respondents:	43	45	6	1	1	0															
Percentage:	44.79%	46.88%	6.25%	1.04%	1.04%	0.00%															

Primary Items

 <p>17. There are sufficient procedures to ensure the safety of employees in the workplace.</p> <p>98% Agreement</p> <table border="1" data-bbox="252 390 1019 538"> <thead> <tr> <th>Response:</th><th>Strongly Agree</th><th>Agree</th><th>Neutral</th><th>Disagree</th><th>Don't Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>48</td><td>46</td><td>2</td><td>0</td><td>0</td></tr> <tr> <td>Percentage:</td><td>50.00%</td><td>47.92%</td><td>2.08%</td><td>0.00%</td><td>0.00%</td></tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA	Respondents:	48	46	2	0	0	Percentage:	50.00%	47.92%	2.08%	0.00%	0.00%	<p>98% Agreement</p> <p>SCORE: 4.48 Std. Dev.: 0.54 Total Respondents: 96</p> <p>BENCHMARKS</p> <p>Past Score: 4.30 Similar Mission: 4.16 Similar Size: 4.00 All Orgs: 4.02</p>						
Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA																				
Respondents:	48	46	2	0	0																				
Percentage:	50.00%	47.92%	2.08%	0.00%	0.00%																				
 <p>18. I have adequate resources and equipment to do my job.</p> <p>80% Agreement</p> <table border="1" data-bbox="252 792 1019 939"> <thead> <tr> <th>Response:</th><th>Strongly Agree</th><th>Agree</th><th>Neutral</th><th>Disagree</th><th>Don't Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>35</td><td>42</td><td>6</td><td>12</td><td>1</td></tr> <tr> <td>Percentage:</td><td>36.46%</td><td>43.75%</td><td>6.25%</td><td>12.50%</td><td>1.04%</td></tr> <tr> <td></td><td></td><td></td><td></td><td></td><td>0.00%</td></tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA	Respondents:	35	42	6	12	1	Percentage:	36.46%	43.75%	6.25%	12.50%	1.04%						0.00%	<p>80% Agreement</p> <p>SCORE: 4.02 Std. Dev.: 1.02 Total Respondents: 96</p> <p>BENCHMARKS</p> <p>Past Score: 3.94 Similar Mission: 4.02 Similar Size: 3.91 All Orgs: 3.91</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA																				
Respondents:	35	42	6	12	1																				
Percentage:	36.46%	43.75%	6.25%	12.50%	1.04%																				
					0.00%																				
 <p>19. The people I work with treat each other with respect.</p> <p>76% Agreement</p> <table border="1" data-bbox="252 1193 1019 1341"> <thead> <tr> <th>Response:</th><th>Strongly Agree</th><th>Agree</th><th>Neutral</th><th>Disagree</th><th>Don't Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>23</td><td>50</td><td>14</td><td>7</td><td>2</td></tr> <tr> <td>Percentage:</td><td>23.96%</td><td>52.08%</td><td>14.58%</td><td>7.29%</td><td>2.08%</td></tr> <tr> <td></td><td></td><td></td><td></td><td></td><td>0.00%</td></tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA	Respondents:	23	50	14	7	2	Percentage:	23.96%	52.08%	14.58%	7.29%	2.08%						0.00%	<p>76% Agreement</p> <p>SCORE: 3.89 Std. Dev.: 0.93 Total Respondents: 96</p> <p>BENCHMARKS</p> <p>Past Score: 3.83 Similar Mission: 4.09 Similar Size: 3.93 All Orgs: 3.87</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA																				
Respondents:	23	50	14	7	2																				
Percentage:	23.96%	52.08%	14.58%	7.29%	2.08%																				
					0.00%																				
 <p>20. My organization works to attract, develop, and retain people with diverse backgrounds.</p> <p>73% Agreement</p> <table border="1" data-bbox="252 1594 1019 1742"> <thead> <tr> <th>Response:</th><th>Strongly Agree</th><th>Agree</th><th>Neutral</th><th>Disagree</th><th>Don't Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>29</td><td>40</td><td>18</td><td>2</td><td>5</td></tr> <tr> <td>Percentage:</td><td>30.53%</td><td>42.11%</td><td>18.95%</td><td>2.11%</td><td>5.26%</td></tr> <tr> <td></td><td></td><td></td><td></td><td></td><td>1.05%</td></tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA	Respondents:	29	40	18	2	5	Percentage:	30.53%	42.11%	18.95%	2.11%	5.26%						1.05%	<p>73% Agreement</p> <p>SCORE: 3.91 Std. Dev.: 1.03 Total Respondents: 95</p> <p>BENCHMARKS</p> <p>Past Score: 3.84 Similar Mission: 3.95 Similar Size: 3.70 All Orgs: 3.76</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA																				
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					1.05%																				

Primary Items

 <p>21. The people I work with care about my personal well-being.</p> <p>80% Agreement</p> <table border="1" data-bbox="236 411 1019 538"> <thead> <tr> <th>Response:</th><th>Strongly Agree</th><th>Agree</th><th>Neutral</th><th>Disagree</th><th>Don't Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>26</td><td>50</td><td>14</td><td>3</td><td>2</td><td>0</td></tr> <tr> <td>Percentage:</td><td>27.37%</td><td>52.63%</td><td>14.74%</td><td>3.16%</td><td>2.11%</td><td>0.00%</td></tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA	Respondents:	26	50	14	3	2	0	Percentage:	27.37%	52.63%	14.74%	3.16%	2.11%	0.00%	<p>80% Agreement</p> <p>SCORE: 4.00</p> <p>Std. Dev.: 0.86</p> <p>Total Respondents: 95</p> <p>BENCHMARKS</p> <p>Past Score: 3.87</p> <p>Similar Mission: 4.10</p> <p>Similar Size: 3.99</p> <p>All Orgs: 3.98</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA																
Respondents:	26	50	14	3	2	0															
Percentage:	27.37%	52.63%	14.74%	3.16%	2.11%	0.00%															
 <p>22. I trust the people in my workplace.</p> <p>59% Agreement</p> <table border="1" data-bbox="236 813 1019 939"> <thead> <tr> <th>Response:</th><th>Strongly Agree</th><th>Agree</th><th>Neutral</th><th>Disagree</th><th>Don't Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>18</td><td>38</td><td>25</td><td>9</td><td>5</td><td>0</td></tr> <tr> <td>Percentage:</td><td>18.95%</td><td>40.00%</td><td>26.32%</td><td>9.47%</td><td>5.26%</td><td>0.00%</td></tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA	Respondents:	18	38	25	9	5	0	Percentage:	18.95%	40.00%	26.32%	9.47%	5.26%	0.00%	<p>59% Agreement</p> <p>SCORE: 3.58</p> <p>Std. Dev.: 1.07</p> <p>Total Respondents: 95</p> <p>BENCHMARKS</p> <p>Past Score: 3.63</p> <p>Similar Mission: None</p> <p>Similar Size: None</p> <p>All Orgs: None</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA																
Respondents:	18	38	25	9	5	0															
Percentage:	18.95%	40.00%	26.32%	9.47%	5.26%	0.00%															
 <p>23. My work group uses the latest technologies to communicate and interact.</p> <p>47% Agreement</p> <table border="1" data-bbox="236 1214 1019 1341"> <thead> <tr> <th>Response:</th><th>Strongly Agree</th><th>Agree</th><th>Neutral</th><th>Disagree</th><th>Don't Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>16</td><td>29</td><td>25</td><td>19</td><td>6</td><td>1</td></tr> <tr> <td>Percentage:</td><td>16.67%</td><td>30.21%</td><td>26.04%</td><td>19.79%</td><td>6.25%</td><td>1.04%</td></tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA	Respondents:	16	29	25	19	6	1	Percentage:	16.67%	30.21%	26.04%	19.79%	6.25%	1.04%	<p>47% Agreement</p> <p>SCORE: 3.32</p> <p>Std. Dev.: 1.16</p> <p>Total Respondents: 96</p> <p>BENCHMARKS</p> <p>Past Score: 3.29</p> <p>Similar Mission: 3.57</p> <p>Similar Size: 3.56</p> <p>All Orgs: 3.58</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA																
Respondents:	16	29	25	19	6	1															
Percentage:	16.67%	30.21%	26.04%	19.79%	6.25%	1.04%															
 <p>24. Our computer systems provide reliable information.</p> <p>64% Agreement</p> <table border="1" data-bbox="236 1594 1019 1721"> <thead> <tr> <th>Response:</th><th>Strongly Agree</th><th>Agree</th><th>Neutral</th><th>Disagree</th><th>Don't Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>18</td><td>43</td><td>22</td><td>8</td><td>5</td><td>0</td></tr> <tr> <td>Percentage:</td><td>18.75%</td><td>44.79%</td><td>22.92%</td><td>8.33%</td><td>5.21%</td><td>0.00%</td></tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA	Respondents:	18	43	22	8	5	0	Percentage:	18.75%	44.79%	22.92%	8.33%	5.21%	0.00%	<p>64% Agreement</p> <p>SCORE: 3.64</p> <p>Std. Dev.: 1.05</p> <p>Total Respondents: 96</p> <p>BENCHMARKS</p> <p>Past Score: 3.76</p> <p>Similar Mission: 3.89</p> <p>Similar Size: 3.81</p> <p>All Orgs: 3.80</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA																
Respondents:	18	43	22	8	5	0															
Percentage:	18.75%	44.79%	22.92%	8.33%	5.21%	0.00%															

Primary Items

 <p>25. Support is available for the technologies we use.</p> <p>81% Agreement</p> <table border="1" data-bbox="236 390 1019 538"> <thead> <tr> <th>Response:</th><th>Strongly Agree</th><th>Agree</th><th>Neutral</th><th>Disagree</th><th>Don't Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>24</td><td>54</td><td>12</td><td>5</td><td>1</td><td>0</td></tr> <tr> <td>Percentage:</td><td>25.00%</td><td>56.25%</td><td>12.50%</td><td>5.21%</td><td>1.04%</td><td>0.00%</td></tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA	Respondents:	24	54	12	5	1	0	Percentage:	25.00%	56.25%	12.50%	5.21%	1.04%	0.00%	<p>81% Agreement</p> <p>SCORE: 3.99 Std. Dev.: 0.83 Total Respondents: 96</p> <p>BENCHMARKS</p> <p>Past Score: 3.96 Similar Mission: None Similar Size: None All Orgs: None</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA																
Respondents:	24	54	12	5	1	0															
Percentage:	25.00%	56.25%	12.50%	5.21%	1.04%	0.00%															
 <p>26. Our computer systems enable me to quickly find the information I need.</p> <p>61% Agreement</p> <table border="1" data-bbox="236 802 1019 950"> <thead> <tr> <th>Response:</th><th>Strongly Agree</th><th>Agree</th><th>Neutral</th><th>Disagree</th><th>Don't Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>20</td><td>39</td><td>18</td><td>10</td><td>9</td><td>0</td></tr> <tr> <td>Percentage:</td><td>20.83%</td><td>40.63%</td><td>18.75%</td><td>10.42%</td><td>9.38%</td><td>0.00%</td></tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA	Respondents:	20	39	18	10	9	0	Percentage:	20.83%	40.63%	18.75%	10.42%	9.38%	0.00%	<p>61% Agreement</p> <p>SCORE: 3.53 Std. Dev.: 1.21 Total Respondents: 96</p> <p>BENCHMARKS</p> <p>Past Score: 3.63 Similar Mission: 3.67 Similar Size: 3.60 All Orgs: 3.61</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA																
Respondents:	20	39	18	10	9	0															
Percentage:	20.83%	40.63%	18.75%	10.42%	9.38%	0.00%															
 <p>27. The communication channels I must go through at work are reasonable.</p> <p>76% Agreement</p> <table border="1" data-bbox="236 1203 1019 1351"> <thead> <tr> <th>Response:</th><th>Strongly Agree</th><th>Agree</th><th>Neutral</th><th>Disagree</th><th>Don't Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>19</td><td>54</td><td>12</td><td>7</td><td>3</td><td>1</td></tr> <tr> <td>Percentage:</td><td>19.79%</td><td>56.25%</td><td>12.50%</td><td>7.29%</td><td>3.13%</td><td>1.04%</td></tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA	Respondents:	19	54	12	7	3	1	Percentage:	19.79%	56.25%	12.50%	7.29%	3.13%	1.04%	<p>76% Agreement</p> <p>SCORE: 3.83 Std. Dev.: 0.94 Total Respondents: 96</p> <p>BENCHMARKS</p> <p>Past Score: 3.80 Similar Mission: 3.89 Similar Size: 3.68 All Orgs: 3.70</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA																
Respondents:	19	54	12	7	3	1															
Percentage:	19.79%	56.25%	12.50%	7.29%	3.13%	1.04%															
 <p>28. My work atmosphere encourages open and honest communication.</p> <p>64% Agreement</p> <table border="1" data-bbox="236 1605 1019 1752"> <thead> <tr> <th>Response:</th><th>Strongly Agree</th><th>Agree</th><th>Neutral</th><th>Disagree</th><th>Don't Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>23</td><td>38</td><td>14</td><td>17</td><td>3</td><td>0</td></tr> <tr> <td>Percentage:</td><td>24.21%</td><td>40.00%</td><td>14.74%</td><td>17.89%</td><td>3.16%</td><td>0.00%</td></tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA	Respondents:	23	38	14	17	3	0	Percentage:	24.21%	40.00%	14.74%	17.89%	3.16%	0.00%	<p>64% Agreement</p> <p>SCORE: 3.64 Std. Dev.: 1.13 Total Respondents: 95</p> <p>BENCHMARKS</p> <p>Past Score: 3.64 Similar Mission: 3.77 Similar Size: 3.55 All Orgs: 3.57</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA																
Respondents:	23	38	14	17	3	0															
Percentage:	24.21%	40.00%	14.74%	17.89%	3.16%	0.00%															

Primary Items

<p> 29. The communications I receive at work are timely and informative.</p> <p>68% Agreement</p> <table border="1" data-bbox="236 401 1019 549"> <thead> <tr> <th>Response:</th><th>Strongly Agree</th><th>Agree</th><th>Neutral</th><th>Disagree</th><th>Don't Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>22</td><td>43</td><td>20</td><td>6</td><td>3</td><td>1</td></tr> <tr> <td>Percentage:</td><td>23.16%</td><td>45.26%</td><td>21.05%</td><td>6.32%</td><td>3.16%</td><td>1.05%</td></tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA	Respondents:	22	43	20	6	3	1	Percentage:	23.16%	45.26%	21.05%	6.32%	3.16%	1.05%	<p>68% Agreement</p> <p>SCORE: 3.80 Std. Dev.: 0.98 Total Respondents: 95</p> <p>BENCHMARKS</p> <p>Past Score: 3.78 Similar Mission: None Similar Size: None All Orgs: None</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA																
Respondents:	22	43	20	6	3	1															
Percentage:	23.16%	45.26%	21.05%	6.32%	3.16%	1.05%															
<p> 30. My pay keeps pace with the cost of living.</p> <p>15% Agreement</p> <table border="1" data-bbox="236 802 1019 950"> <thead> <tr> <th>Response:</th><th>Strongly Agree</th><th>Agree</th><th>Neutral</th><th>Disagree</th><th>Don't Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>2</td><td>12</td><td>20</td><td>35</td><td>25</td><td>1</td></tr> <tr> <td>Percentage:</td><td>2.11%</td><td>12.63%</td><td>21.05%</td><td>36.84%</td><td>26.32%</td><td>1.05%</td></tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA	Respondents:	2	12	20	35	25	1	Percentage:	2.11%	12.63%	21.05%	36.84%	26.32%	1.05%	<p>15% Agreement</p> <p>SCORE: 2.27 Std. Dev.: 1.06 Total Respondents: 95</p> <p>BENCHMARKS</p> <p>Past Score: 2.39 Similar Mission: 2.42 Similar Size: 2.47 All Orgs: 2.50</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA																
Respondents:	2	12	20	35	25	1															
Percentage:	2.11%	12.63%	21.05%	36.84%	26.32%	1.05%															
<p> 31. Salaries are competitive with similar jobs in the community.</p> <p>21% Agreement</p> <table border="1" data-bbox="236 1214 1019 1362"> <thead> <tr> <th>Response:</th><th>Strongly Agree</th><th>Agree</th><th>Neutral</th><th>Disagree</th><th>Don't Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>3</td><td>17</td><td>16</td><td>35</td><td>23</td><td>2</td></tr> <tr> <td>Percentage:</td><td>3.13%</td><td>17.71%</td><td>16.67%</td><td>36.46%</td><td>23.96%</td><td>2.08%</td></tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA	Respondents:	3	17	16	35	23	2	Percentage:	3.13%	17.71%	16.67%	36.46%	23.96%	2.08%	<p>21% Agreement</p> <p>SCORE: 2.38 Std. Dev.: 1.14 Total Respondents: 96</p> <p>BENCHMARKS</p> <p>Past Score: 2.26 Similar Mission: 2.54 Similar Size: 2.51 All Orgs: 2.56</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA																
Respondents:	3	17	16	35	23	2															
Percentage:	3.13%	17.71%	16.67%	36.46%	23.96%	2.08%															
<p> 32. I feel I am paid fairly for the work I do.</p> <p>21% Agreement</p> <table border="1" data-bbox="236 1615 1019 1763"> <thead> <tr> <th>Response:</th><th>Strongly Agree</th><th>Agree</th><th>Neutral</th><th>Disagree</th><th>Don't Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>4</td><td>16</td><td>29</td><td>32</td><td>14</td><td>0</td></tr> <tr> <td>Percentage:</td><td>4.21%</td><td>16.84%</td><td>30.53%</td><td>33.68%</td><td>14.74%</td><td>0.00%</td></tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA	Respondents:	4	16	29	32	14	0	Percentage:	4.21%	16.84%	30.53%	33.68%	14.74%	0.00%	<p>21% Agreement</p> <p>SCORE: 2.62 Std. Dev.: 1.06 Total Respondents: 95</p> <p>BENCHMARKS</p> <p>Past Score: 2.69 Similar Mission: 2.77 Similar Size: 2.80 All Orgs: 2.81</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA																
Respondents:	4	16	29	32	14	0															
Percentage:	4.21%	16.84%	30.53%	33.68%	14.74%	0.00%															

Primary Items

 <p>33. Retirement benefits are competitive with similar jobs in the community.</p> <p>66% Agreement</p> <table border="1" data-bbox="241 418 1019 544"> <thead> <tr> <th>Response:</th><th>Strongly Agree</th><th>Agree</th><th>Neutral</th><th>Disagree</th><th>Don't Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>19</td><td>44</td><td>25</td><td>3</td><td>2</td></tr> <tr> <td>Percentage:</td><td>19.79%</td><td>45.83%</td><td>26.04%</td><td>3.13%</td><td>2.08%</td></tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA	Respondents:	19	44	25	3	2	Percentage:	19.79%	45.83%	26.04%	3.13%	2.08%	<p>66% Agreement</p> <p>SCORE: 3.81 Std. Dev.: 0.88 Total Respondents: 96</p> <p>BENCHMARKS</p> <p>Past Score: 3.64 Similar Mission: 3.89 Similar Size: 3.78 All Orgs: 3.78</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA														
Respondents:	19	44	25	3	2														
Percentage:	19.79%	45.83%	26.04%	3.13%	2.08%														
 <p>34. Health insurance benefits are competitive with similar jobs in the community.</p> <p>72% Agreement</p> <table border="1" data-bbox="241 798 1019 967"> <thead> <tr> <th>Response:</th><th>Strongly Agree</th><th>Agree</th><th>Neutral</th><th>Disagree</th><th>Don't Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>23</td><td>45</td><td>17</td><td>4</td><td>3</td></tr> <tr> <td>Percentage:</td><td>24.47%</td><td>47.87%</td><td>18.09%</td><td>4.26%</td><td>3.19%</td></tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA	Respondents:	23	45	17	4	3	Percentage:	24.47%	47.87%	18.09%	4.26%	3.19%	<p>72% Agreement</p> <p>SCORE: 3.88 Std. Dev.: 0.95 Total Respondents: 94</p> <p>BENCHMARKS</p> <p>Past Score: 3.83 Similar Mission: 4.13 Similar Size: 4.01 All Orgs: 4.03</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA														
Respondents:	23	45	17	4	3														
Percentage:	24.47%	47.87%	18.09%	4.26%	3.19%														
 <p>35. Benefits can be selected to meet individual needs.</p> <p>73% Agreement</p> <table border="1" data-bbox="241 1220 1019 1389"> <thead> <tr> <th>Response:</th><th>Strongly Agree</th><th>Agree</th><th>Neutral</th><th>Disagree</th><th>Don't Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>15</td><td>54</td><td>20</td><td>3</td><td>1</td></tr> <tr> <td>Percentage:</td><td>15.96%</td><td>57.45%</td><td>21.28%</td><td>3.19%</td><td>1.06%</td></tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA	Respondents:	15	54	20	3	1	Percentage:	15.96%	57.45%	21.28%	3.19%	1.06%	<p>73% Agreement</p> <p>SCORE: 3.85 Std. Dev.: 0.77 Total Respondents: 94</p> <p>BENCHMARKS</p> <p>Past Score: 3.72 Similar Mission: 3.95 Similar Size: 3.89 All Orgs: 3.92</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA														
Respondents:	15	54	20	3	1														
Percentage:	15.96%	57.45%	21.28%	3.19%	1.06%														
 <p>36. I believe I have a career with this organization.</p> <p>68% Agreement</p> <table border="1" data-bbox="241 1600 1019 1769"> <thead> <tr> <th>Response:</th><th>Strongly Agree</th><th>Agree</th><th>Neutral</th><th>Disagree</th><th>Don't Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>27</td><td>38</td><td>23</td><td>7</td><td>1</td></tr> <tr> <td>Percentage:</td><td>28.13%</td><td>39.58%</td><td>23.96%</td><td>7.29%</td><td>1.04%</td></tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA	Respondents:	27	38	23	7	1	Percentage:	28.13%	39.58%	23.96%	7.29%	1.04%	<p>68% Agreement</p> <p>SCORE: 3.86 Std. Dev.: 0.95 Total Respondents: 96</p> <p>BENCHMARKS</p> <p>Past Score: 3.82 Similar Mission: 3.94 Similar Size: 3.85 All Orgs: 3.89</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA														
Respondents:	27	38	23	7	1														
Percentage:	28.13%	39.58%	23.96%	7.29%	1.04%														

Primary Items

 <p>37. Training is made available to me so that I can do my job better.</p> <p>60% Agreement</p> <table border="1" data-bbox="236 411 1019 538"> <thead> <tr> <th>Response:</th><th>Strongly Agree</th><th>Agree</th><th>Neutral</th><th>Disagree</th><th>Don't Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>18</td><td>40</td><td>17</td><td>14</td><td>6</td><td>1</td></tr> <tr> <td>Percentage:</td><td>18.75%</td><td>41.67%</td><td>17.71%</td><td>14.58%</td><td>6.25%</td><td>1.04%</td></tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA	Respondents:	18	40	17	14	6	1	Percentage:	18.75%	41.67%	17.71%	14.58%	6.25%	1.04%	<p>60% Agreement</p> <p>SCORE: 3.53 Std. Dev.: 1.15 Total Respondents: 96</p> <p>BENCHMARKS</p> <p>Past Score: 3.60 Similar Mission: 4.08 Similar Size: 3.79 All Orgs: 3.83</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA																
Respondents:	18	40	17	14	6	1															
Percentage:	18.75%	41.67%	17.71%	14.58%	6.25%	1.04%															
 <p>38. Training is made available to me for personal growth and development.</p> <p>52% Agreement</p> <table border="1" data-bbox="236 792 1019 960"> <thead> <tr> <th>Response:</th><th>Strongly Agree</th><th>Agree</th><th>Neutral</th><th>Disagree</th><th>Don't Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>14</td><td>36</td><td>23</td><td>16</td><td>6</td><td>1</td></tr> <tr> <td>Percentage:</td><td>14.58%</td><td>37.50%</td><td>23.96%</td><td>16.67%</td><td>6.25%</td><td>1.04%</td></tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA	Respondents:	14	36	23	16	6	1	Percentage:	14.58%	37.50%	23.96%	16.67%	6.25%	1.04%	<p>52% Agreement</p> <p>SCORE: 3.38 Std. Dev.: 1.12 Total Respondents: 96</p> <p>BENCHMARKS</p> <p>Past Score: 3.55 Similar Mission: 3.89 Similar Size: 3.59 All Orgs: 3.66</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA																
Respondents:	14	36	23	16	6	1															
Percentage:	14.58%	37.50%	23.96%	16.67%	6.25%	1.04%															
 <p>39. My work environment supports a balance between work and personal life.</p> <p>80% Agreement</p> <table border="1" data-bbox="236 1193 1019 1362"> <thead> <tr> <th>Response:</th><th>Strongly Agree</th><th>Agree</th><th>Neutral</th><th>Disagree</th><th>Don't Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>24</td><td>53</td><td>11</td><td>5</td><td>1</td><td>2</td></tr> <tr> <td>Percentage:</td><td>25.00%</td><td>55.21%</td><td>11.46%</td><td>5.21%</td><td>1.04%</td><td>2.08%</td></tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA	Respondents:	24	53	11	5	1	2	Percentage:	25.00%	55.21%	11.46%	5.21%	1.04%	2.08%	<p>80% Agreement</p> <p>SCORE: 4.00 Std. Dev.: 0.83 Total Respondents: 96</p> <p>BENCHMARKS</p> <p>Past Score: 3.94 Similar Mission: 4.02 Similar Size: 3.91 All Orgs: 3.88</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA																
Respondents:	24	53	11	5	1	2															
Percentage:	25.00%	55.21%	11.46%	5.21%	1.04%	2.08%															
 <p>40. I feel free to be myself at work.</p> <p>74% Agreement</p> <table border="1" data-bbox="236 1594 1019 1763"> <thead> <tr> <th>Response:</th><th>Strongly Agree</th><th>Agree</th><th>Neutral</th><th>Disagree</th><th>Don't Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>25</td><td>47</td><td>15</td><td>6</td><td>3</td><td>1</td></tr> <tr> <td>Percentage:</td><td>25.77%</td><td>48.45%</td><td>15.46%</td><td>6.19%</td><td>3.09%</td><td>1.03%</td></tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA	Respondents:	25	47	15	6	3	1	Percentage:	25.77%	48.45%	15.46%	6.19%	3.09%	1.03%	<p>74% Agreement</p> <p>SCORE: 3.89 Std. Dev.: 0.97 Total Respondents: 97</p> <p>BENCHMARKS</p> <p>Past Score: 3.82 Similar Mission: None Similar Size: None All Orgs: None</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA																
Respondents:	25	47	15	6	3	1															
Percentage:	25.77%	48.45%	15.46%	6.19%	3.09%	1.03%															

Primary Items

 <p>41. The amount of work I am asked to do is reasonable.</p> <p>76% Agreement</p> <table border="1" data-bbox="241 397 1019 544"> <thead> <tr> <th>Response:</th><th>Strongly Agree</th><th>Agree</th><th>Neutral</th><th>Disagree</th><th>Don't Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>21</td><td>53</td><td>14</td><td>7</td><td>2</td><td>0</td></tr> <tr> <td>Percentage:</td><td>21.65%</td><td>54.64%</td><td>14.43%</td><td>7.22%</td><td>2.06%</td><td>0.00%</td></tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA	Respondents:	21	53	14	7	2	0	Percentage:	21.65%	54.64%	14.43%	7.22%	2.06%	0.00%	<p>76% Agreement</p> <p>SCORE: 3.87</p> <p>Std. Dev.: 0.91</p> <p>Total Respondents: 97</p> <p>BENCHMARKS</p> <p>Past Score: 3.91</p> <p>Similar Mission: 3.83</p> <p>Similar Size: 3.70</p> <p>All Orgs: 3.71</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA																
Respondents:	21	53	14	7	2	0															
Percentage:	21.65%	54.64%	14.43%	7.22%	2.06%	0.00%															
 <p>42. I am proud to tell people that I work for this organization.</p> <p>81% Agreement</p> <table border="1" data-bbox="241 798 1019 946"> <thead> <tr> <th>Response:</th><th>Strongly Agree</th><th>Agree</th><th>Neutral</th><th>Disagree</th><th>Don't Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>35</td><td>44</td><td>17</td><td>0</td><td>0</td><td>1</td></tr> <tr> <td>Percentage:</td><td>36.08%</td><td>45.36%</td><td>17.53%</td><td>0.00%</td><td>0.00%</td><td>1.03%</td></tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA	Respondents:	35	44	17	0	0	1	Percentage:	36.08%	45.36%	17.53%	0.00%	0.00%	1.03%	<p>81% Agreement</p> <p>SCORE: 4.19</p> <p>Std. Dev.: 0.72</p> <p>Total Respondents: 97</p> <p>BENCHMARKS</p> <p>Past Score: 3.88</p> <p>Similar Mission: 4.14</p> <p>Similar Size: 3.96</p> <p>All Orgs: 3.97</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA																
Respondents:	35	44	17	0	0	1															
Percentage:	36.08%	45.36%	17.53%	0.00%	0.00%	1.03%															
 <p>43. Harassment is not tolerated at my workplace.</p> <p>78% Agreement</p> <table border="1" data-bbox="241 1205 1019 1353"> <thead> <tr> <th>Response:</th><th>Strongly Agree</th><th>Agree</th><th>Neutral</th><th>Disagree</th><th>Don't Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>43</td><td>32</td><td>13</td><td>7</td><td>1</td><td>0</td></tr> <tr> <td>Percentage:</td><td>44.79%</td><td>33.33%</td><td>13.54%</td><td>7.29%</td><td>1.04%</td><td>0.00%</td></tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA	Respondents:	43	32	13	7	1	0	Percentage:	44.79%	33.33%	13.54%	7.29%	1.04%	0.00%	<p>78% Agreement</p> <p>SCORE: 4.14</p> <p>Std. Dev.: 0.98</p> <p>Total Respondents: 96</p> <p>BENCHMARKS</p> <p>Past Score: 4.16</p> <p>Similar Mission: 4.32</p> <p>Similar Size: 4.16</p> <p>All Orgs: 4.15</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA																
Respondents:	43	32	13	7	1	0															
Percentage:	44.79%	33.33%	13.54%	7.29%	1.04%	0.00%															
 <p>44. Employees are generally ethical in my workplace.</p> <p>80% Agreement</p> <table border="1" data-bbox="241 1586 1019 1733"> <thead> <tr> <th>Response:</th><th>Strongly Agree</th><th>Agree</th><th>Neutral</th><th>Disagree</th><th>Don't Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>25</td><td>52</td><td>14</td><td>4</td><td>1</td><td>0</td></tr> <tr> <td>Percentage:</td><td>26.04%</td><td>54.17%</td><td>14.58%</td><td>4.17%</td><td>1.04%</td><td>0.00%</td></tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA	Respondents:	25	52	14	4	1	0	Percentage:	26.04%	54.17%	14.58%	4.17%	1.04%	0.00%	<p>80% Agreement</p> <p>SCORE: 4.00</p> <p>Std. Dev.: 0.82</p> <p>Total Respondents: 96</p> <p>BENCHMARKS</p> <p>Past Score: 4.07</p> <p>Similar Mission: 4.27</p> <p>Similar Size: 4.09</p> <p>All Orgs: 4.06</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA																
Respondents:	25	52	14	4	1	0															
Percentage:	26.04%	54.17%	14.58%	4.17%	1.04%	0.00%															

Primary Items

 <p>45. I believe we will use the information from this survey to improve our workplace.</p> <p>63% Agreement</p> <table border="1" data-bbox="241 403 1013 544"> <thead> <tr> <th>Response:</th><th>Strongly Agree</th><th>Agree</th><th>Neutral</th><th>Disagree</th><th>Don't Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>22</td><td>38</td><td>21</td><td>11</td><td>3</td><td>1</td></tr> <tr> <td>Percentage:</td><td>22.92%</td><td>39.58%</td><td>21.88%</td><td>11.46%</td><td>3.13%</td><td>1.04%</td></tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA	Respondents:	22	38	21	11	3	1	Percentage:	22.92%	39.58%	21.88%	11.46%	3.13%	1.04%	<p>63% Agreement</p> <p>SCORE: 3.68 Std. Dev.: 1.06 Total Respondents: 96</p> <p>BENCHMARKS</p> <p>Past Score: 3.55 Similar Mission: 3.79 Similar Size: 3.54 All Orgs: 3.57</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA																
Respondents:	22	38	21	11	3	1															
Percentage:	22.92%	39.58%	21.88%	11.46%	3.13%	1.04%															
 <p>46. I am satisfied with the opportunities I have to give feedback on my supervisor's performance.</p> <p>56% Agreement</p> <table border="1" data-bbox="241 798 1013 939"> <thead> <tr> <th>Response:</th><th>Strongly Agree</th><th>Agree</th><th>Neutral</th><th>Disagree</th><th>Don't Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>24</td><td>30</td><td>19</td><td>16</td><td>7</td><td>1</td></tr> <tr> <td>Percentage:</td><td>24.74%</td><td>30.93%</td><td>19.59%</td><td>16.49%</td><td>7.22%</td><td>1.03%</td></tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA	Respondents:	24	30	19	16	7	1	Percentage:	24.74%	30.93%	19.59%	16.49%	7.22%	1.03%	<p>56% Agreement</p> <p>SCORE: 3.50 Std. Dev.: 1.24 Total Respondents: 97</p> <p>BENCHMARKS</p> <p>Past Score: 3.57 Similar Mission: 3.57 Similar Size: 3.39 All Orgs: 3.47</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA																
Respondents:	24	30	19	16	7	1															
Percentage:	24.74%	30.93%	19.59%	16.49%	7.22%	1.03%															
 <p>47. Upper management (i.e. Executive and/or Senior Leadership) effectively communicates important information.</p> <p>67% Agreement</p> <table border="1" data-bbox="241 1208 1013 1349"> <thead> <tr> <th>Response:</th><th>Strongly Agree</th><th>Agree</th><th>Neutral</th><th>Disagree</th><th>Don't Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>29</td><td>35</td><td>21</td><td>6</td><td>3</td><td>2</td></tr> <tr> <td>Percentage:</td><td>30.21%</td><td>36.46%</td><td>21.88%</td><td>6.25%</td><td>3.13%</td><td>2.08%</td></tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA	Respondents:	29	35	21	6	3	2	Percentage:	30.21%	36.46%	21.88%	6.25%	3.13%	2.08%	<p>67% Agreement</p> <p>SCORE: 3.86 Std. Dev.: 1.03 Total Respondents: 96</p> <p>BENCHMARKS</p> <p>Past Score: 3.72 Similar Mission: 3.96 Similar Size: 3.66 All Orgs: 3.68</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA																
Respondents:	29	35	21	6	3	2															
Percentage:	30.21%	36.46%	21.88%	6.25%	3.13%	2.08%															
 <p>48. I am treated fairly in my workplace.</p> <p>67% Agreement</p> <table border="1" data-bbox="241 1600 1013 1742"> <thead> <tr> <th>Response:</th><th>Strongly Agree</th><th>Agree</th><th>Neutral</th><th>Disagree</th><th>Don't Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>21</td><td>43</td><td>23</td><td>5</td><td>2</td><td>1</td></tr> <tr> <td>Percentage:</td><td>22.11%</td><td>45.26%</td><td>24.21%</td><td>5.26%</td><td>2.11%</td><td>1.05%</td></tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA	Respondents:	21	43	23	5	2	1	Percentage:	22.11%	45.26%	24.21%	5.26%	2.11%	1.05%	<p>67% Agreement</p> <p>SCORE: 3.81 Std. Dev.: 0.92 Total Respondents: 95</p> <p>BENCHMARKS</p> <p>Past Score: 3.76 Similar Mission: None Similar Size: None All Orgs: None</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA																
Respondents:	21	43	23	5	2	1															
Percentage:	22.11%	45.26%	24.21%	5.26%	2.11%	1.05%															

Primary Items

<p> 49. My agency does a good job at keeping us up-to-date on cybersecurity (email and internet threats) policies and procedures.</p> <p>94% Agreement</p> <table border="1" data-bbox="246 403 1013 544"> <thead> <tr> <th colspan="2">Strongly</th> <th colspan="4">Strongly</th> <th>Don't</th> </tr> <tr> <th>Response:</th><th>Agree</th><th>Agree</th><th>Neutral</th><th>Disagree</th><th>Disagree</th><th>Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>34</td><td>57</td><td>4</td><td>1</td><td>1</td><td>0</td></tr> <tr> <td>Percentage:</td><td>35.05%</td><td>58.76%</td><td>4.12%</td><td>1.03%</td><td>1.03%</td><td>0.00%</td></tr> </tbody> </table>	Strongly		Strongly				Don't	Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA	Respondents:	34	57	4	1	1	0	Percentage:	35.05%	58.76%	4.12%	1.03%	1.03%	0.00%	<p>94% Agreement</p> <p>SCORE: 4.26 Std. Dev.: 0.68 Total Respondents: 97</p> <p>BENCHMARKS</p> <p>Past Score: None Similar Mission: None Similar Size: None All Orgs: None</p>
Strongly		Strongly				Don't																							
Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA																							
Respondents:	34	57	4	1	1	0																							
Percentage:	35.05%	58.76%	4.12%	1.03%	1.03%	0.00%																							
<p> 50. We receive regular and useful updates on how to keep our computer and sensitive information secure from cyber-attack.</p> <p>84% Agreement</p> <table border="1" data-bbox="246 798 1013 939"> <thead> <tr> <th colspan="2">Strongly</th> <th colspan="4">Strongly</th> <th>Don't</th> </tr> <tr> <th>Response:</th><th>Agree</th><th>Agree</th><th>Neutral</th><th>Disagree</th><th>Disagree</th><th>Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>33</td><td>46</td><td>9</td><td>4</td><td>1</td><td>1</td></tr> <tr> <td>Percentage:</td><td>35.11%</td><td>48.94%</td><td>9.57%</td><td>4.26%</td><td>1.06%</td><td>1.06%</td></tr> </tbody> </table>	Strongly		Strongly				Don't	Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA	Respondents:	33	46	9	4	1	1	Percentage:	35.11%	48.94%	9.57%	4.26%	1.06%	1.06%	<p>84% Agreement</p> <p>SCORE: 4.14 Std. Dev.: 0.84 Total Respondents: 94</p> <p>BENCHMARKS</p> <p>Past Score: None Similar Mission: None Similar Size: None All Orgs: None</p>
Strongly		Strongly				Don't																							
Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA																							
Respondents:	33	46	9	4	1	1																							
Percentage:	35.11%	48.94%	9.57%	4.26%	1.06%	1.06%																							

Additional Items

Organizations participating in the Survey are invited to submit up to 20 additional items for inclusion in the Survey. These items are included at the end of the online survey or are printed on an insert and included in each employee's survey packet. Please refer to the survey customization sheet that has been included later in this report for more information on additional items submitted by this organization.

*Additional Items are not included if none were submitted.

Each additional item is returned with the item text and two types of reported numerical data, response data and benchmark data. The following definitions correspond to additional items:

Response Data

- **Score** is calculated by averaging all item responses on a five point scale ranging from 5=Strongly Agree to 1=Strongly Disagree. If the participant selected Don't Know/Not Applicable, their response is considered a valid response, but it is not used in the calculation of the score.
- **Standard Deviation** calculates the level of agreement. Large deviations indicate greater levels of disagreement. For this report, you can expect standard deviations to be between .7 and 1.10.
- **Total Respondents** is the number of valid responses including Don't Know/Not Applicable. If everyone did not answer every item, the number of respondents for an item is less than the number of respondents reported in your response rate.
- **Respondents** is the number of participants who selected each item (strongly agree, agree, etc.).
- **Percentage** is the number of participants who selected each item (strongly agree, agree, etc.) divided by the total number of valid responses.
- **Percent Agreement** is the number of participants who agreed with the item (strongly agree or agree) divided by the total number of valid responses.

Benchmark Data

Benchmark and over time data are not available for Additional Items.

Interpreting Data

Any interpretation of data must be done in context of the organizational setting and environmental factors impacting the organization. Regardless of the averages, scores range from areas of strength to areas of concern. In general, most scores are between 3.00 and 4.00. Scores below a 3.25 are of concern because they indicate general dissatisfaction. Scores above 3.75 indicate positive perceptions. When available, over time data provides previous scores from and benchmark data comparative scores. In general (because various factors and statistical test would be needed to confirm), scores that have changed or differ by .2 may be significant.

Additional Items

<p>1. I find the employee's club committee beneficial.</p> <p>74% Agreement</p> <table border="1" data-bbox="236 390 1019 538"> <thead> <tr> <th>Response:</th><th>Strongly Agree</th><th>Agree</th><th>Neutral</th><th>Strongly Disagree</th><th>Disagree</th><th>Don't Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>26</td><td>46</td><td>19</td><td>1</td><td>3</td><td>2</td></tr> <tr> <td>Percentage:</td><td>26.80%</td><td>47.42%</td><td>19.59%</td><td>1.03%</td><td>3.09%</td><td>2.06%</td></tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Strongly Disagree	Disagree	Don't Know/NA	Respondents:	26	46	19	1	3	2	Percentage:	26.80%	47.42%	19.59%	1.03%	3.09%	2.06%	<p>74% Agreement</p> <p>SCORE: 3.96 Std. Dev.: 0.90 Total Respondents: 97</p>
Response:	Strongly Agree	Agree	Neutral	Strongly Disagree	Disagree	Don't Know/NA																
Respondents:	26	46	19	1	3	2																
Percentage:	26.80%	47.42%	19.59%	1.03%	3.09%	2.06%																
<p>2. I find the wellness committee beneficial.</p> <p>62% Agreement</p> <table border="1" data-bbox="236 770 1019 950"> <thead> <tr> <th>Response:</th><th>Strongly Agree</th><th>Agree</th><th>Neutral</th><th>Strongly Disagree</th><th>Disagree</th><th>Don't Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>21</td><td>39</td><td>30</td><td>4</td><td>1</td><td>2</td></tr> <tr> <td>Percentage:</td><td>21.65%</td><td>40.21%</td><td>30.93%</td><td>4.12%</td><td>1.03%</td><td>2.06%</td></tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Strongly Disagree	Disagree	Don't Know/NA	Respondents:	21	39	30	4	1	2	Percentage:	21.65%	40.21%	30.93%	4.12%	1.03%	2.06%	<p>62% Agreement</p> <p>SCORE: 3.79 Std. Dev.: 0.87 Total Respondents: 97</p>
Response:	Strongly Agree	Agree	Neutral	Strongly Disagree	Disagree	Don't Know/NA																
Respondents:	21	39	30	4	1	2																
Percentage:	21.65%	40.21%	30.93%	4.12%	1.03%	2.06%																
<p>3. I find the monthly agency meeting beneficial.</p> <p>72% Agreement</p> <table border="1" data-bbox="236 1182 1019 1351"> <thead> <tr> <th>Response:</th><th>Strongly Agree</th><th>Agree</th><th>Neutral</th><th>Strongly Disagree</th><th>Disagree</th><th>Don't Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>31</td><td>39</td><td>18</td><td>6</td><td>2</td><td>1</td></tr> <tr> <td>Percentage:</td><td>31.96%</td><td>40.21%</td><td>18.56%</td><td>6.19%</td><td>2.06%</td><td>1.03%</td></tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Strongly Disagree	Disagree	Don't Know/NA	Respondents:	31	39	18	6	2	1	Percentage:	31.96%	40.21%	18.56%	6.19%	2.06%	1.03%	<p>72% Agreement</p> <p>SCORE: 3.95 Std. Dev.: 0.98 Total Respondents: 97</p>
Response:	Strongly Agree	Agree	Neutral	Strongly Disagree	Disagree	Don't Know/NA																
Respondents:	31	39	18	6	2	1																
Percentage:	31.96%	40.21%	18.56%	6.19%	2.06%	1.03%																
<p>4. I find the open door policy beneficial.</p> <p>71% Agreement</p> <table border="1" data-bbox="236 1573 1019 1742"> <thead> <tr> <th>Response:</th><th>Strongly Agree</th><th>Agree</th><th>Neutral</th><th>Strongly Disagree</th><th>Disagree</th><th>Don't Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>35</td><td>34</td><td>23</td><td>4</td><td>1</td><td>0</td></tr> <tr> <td>Percentage:</td><td>36.08%</td><td>35.05%</td><td>23.71%</td><td>4.12%</td><td>1.03%</td><td>0.00%</td></tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Strongly Disagree	Disagree	Don't Know/NA	Respondents:	35	34	23	4	1	0	Percentage:	36.08%	35.05%	23.71%	4.12%	1.03%	0.00%	<p>71% Agreement</p> <p>SCORE: 4.01 Std. Dev.: 0.93 Total Respondents: 97</p>
Response:	Strongly Agree	Agree	Neutral	Strongly Disagree	Disagree	Don't Know/NA																
Respondents:	35	34	23	4	1	0																
Percentage:	36.08%	35.05%	23.71%	4.12%	1.03%	0.00%																

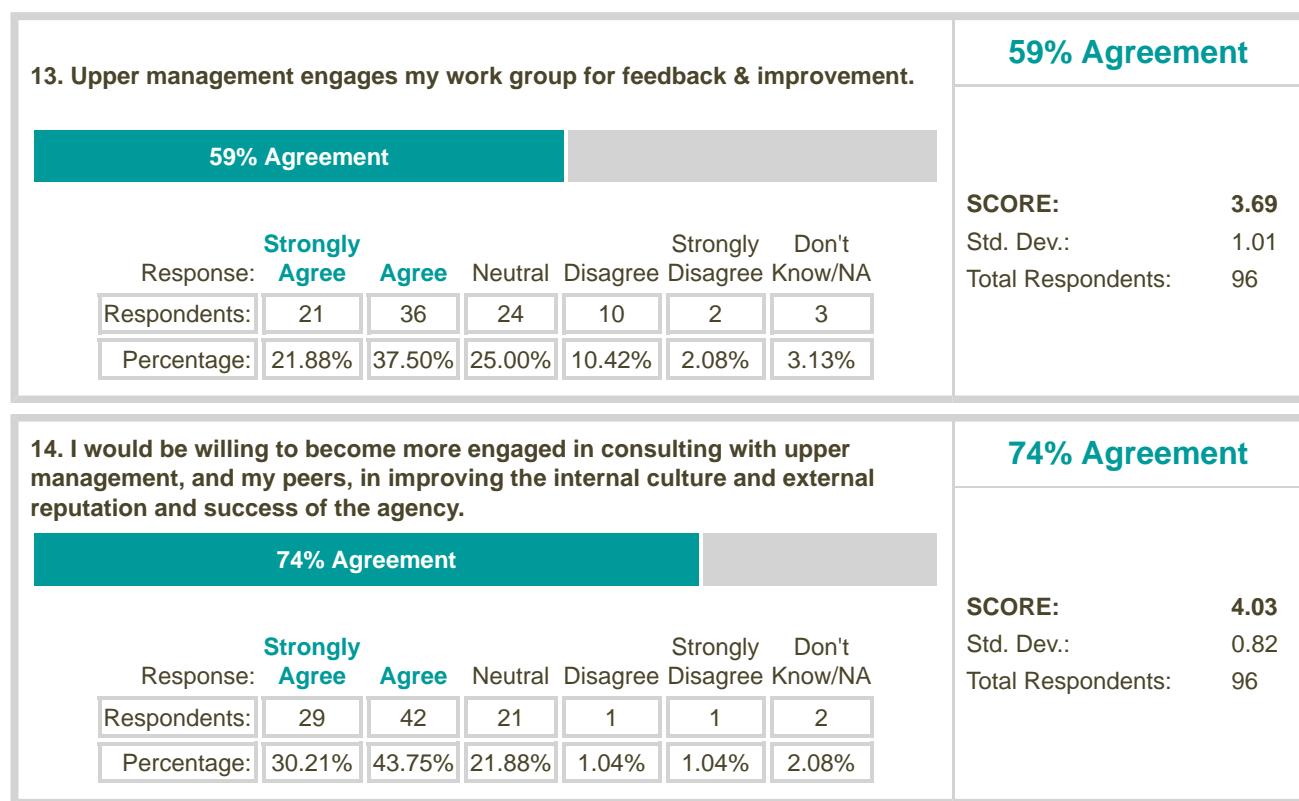
Additional Items

<p>5. Office resources, programs, & services are equally available to everyone regardless of differences (race/ethnicity, color, gender, sexual orientation, gender identity or expression, veteran's status, religious beliefs, disability or socioeconomic status).</p> <p>83% Agreement</p> <table border="1" data-bbox="236 327 1019 570"> <thead> <tr> <th colspan="2">Strongly</th> <th>Neutral</th> <th>Strongly</th> <th>Don't</th> </tr> <tr> <th>Response:</th> <th>Agree</th> <th>Agree</th> <th>Disagree</th> <th>Disagree</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>37</td> <td>43</td> <td>12</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>38.54%</td> <td>44.79%</td> <td>12.50%</td> <td>1.04%</td> </tr> <tr> <td></td> <td></td> <td></td> <td>1</td> <td>2</td> </tr> <tr> <td></td> <td></td> <td></td> <td>0.04%</td> <td>2.08%</td> </tr> </tbody> </table>	Strongly		Neutral	Strongly	Don't	Response:	Agree	Agree	Disagree	Disagree	Respondents:	37	43	12	1	Percentage:	38.54%	44.79%	12.50%	1.04%				1	2				0.04%	2.08%	<p>83% Agreement</p> <p>SCORE: 4.21 Std. Dev.: 0.79 Total Respondents: 96</p>
Strongly		Neutral	Strongly	Don't																											
Response:	Agree	Agree	Disagree	Disagree																											
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Percentage:	38.54%	44.79%	12.50%	1.04%																											
			1	2																											
			0.04%	2.08%																											
<p>6. Employees are provided equal opportunities for training (based on their job duties) regardless of their differences.</p> <p>67% Agreement</p> <table border="1" data-bbox="236 749 1019 982"> <thead> <tr> <th colspan="2">Strongly</th> <th>Neutral</th> <th>Strongly</th> <th>Don't</th> </tr> <tr> <th>Response:</th> <th>Agree</th> <th>Agree</th> <th>Disagree</th> <th>Disagree</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>29</td> <td>35</td> <td>17</td> <td>10</td> </tr> <tr> <td>Percentage:</td> <td>30.53%</td> <td>36.84%</td> <td>17.89%</td> <td>10.53%</td> </tr> <tr> <td></td> <td></td> <td></td> <td>1</td> <td>3</td> </tr> <tr> <td></td> <td></td> <td></td> <td>1.05%</td> <td>3.16%</td> </tr> </tbody> </table>	Strongly		Neutral	Strongly	Don't	Response:	Agree	Agree	Disagree	Disagree	Respondents:	29	35	17	10	Percentage:	30.53%	36.84%	17.89%	10.53%				1	3				1.05%	3.16%	<p>67% Agreement</p> <p>SCORE: 3.88 Std. Dev.: 1.02 Total Respondents: 95</p>
Strongly		Neutral	Strongly	Don't																											
Response:	Agree	Agree	Disagree	Disagree																											
Respondents:	29	35	17	10																											
Percentage:	30.53%	36.84%	17.89%	10.53%																											
			1	3																											
			1.05%	3.16%																											
<p>7. Upper management has supported institutional values of diversity and inclusion for differences..</p> <p>76% Agreement</p> <table border="1" data-bbox="236 1161 1019 1383"> <thead> <tr> <th colspan="2">Strongly</th> <th>Neutral</th> <th>Strongly</th> <th>Don't</th> </tr> <tr> <th>Response:</th> <th>Agree</th> <th>Agree</th> <th>Disagree</th> <th>Disagree</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>30</td> <td>42</td> <td>15</td> <td>3</td> </tr> <tr> <td>Percentage:</td> <td>31.58%</td> <td>44.21%</td> <td>15.79%</td> <td>3.16%</td> </tr> <tr> <td></td> <td></td> <td></td> <td>1</td> <td>4</td> </tr> <tr> <td></td> <td></td> <td></td> <td>1.05%</td> <td>4.21%</td> </tr> </tbody> </table>	Strongly		Neutral	Strongly	Don't	Response:	Agree	Agree	Disagree	Disagree	Respondents:	30	42	15	3	Percentage:	31.58%	44.21%	15.79%	3.16%				1	4				1.05%	4.21%	<p>76% Agreement</p> <p>SCORE: 4.07 Std. Dev.: 0.85 Total Respondents: 95</p>
Strongly		Neutral	Strongly	Don't																											
Response:	Agree	Agree	Disagree	Disagree																											
Respondents:	30	42	15	3																											
Percentage:	31.58%	44.21%	15.79%	3.16%																											
			1	4																											
			1.05%	4.21%																											
<p>8. If I have witnessed perceived bias, I feel that I have, or understand that I have, mechanisms for bringing this to the attention of upper management (including both direct supervisors and those supervisors' superiors).</p> <p>61% Agreement</p> <table border="1" data-bbox="236 1552 1019 1774"> <thead> <tr> <th colspan="2">Strongly</th> <th>Neutral</th> <th>Strongly</th> <th>Don't</th> </tr> <tr> <th>Response:</th> <th>Agree</th> <th>Agree</th> <th>Disagree</th> <th>Disagree</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>19</td> <td>39</td> <td>9</td> <td>14</td> </tr> <tr> <td>Percentage:</td> <td>20.00%</td> <td>41.05%</td> <td>9.47%</td> <td>14.74%</td> </tr> <tr> <td></td> <td></td> <td></td> <td>6</td> <td>8</td> </tr> <tr> <td></td> <td></td> <td></td> <td>6.32%</td> <td>8.42%</td> </tr> </tbody> </table>	Strongly		Neutral	Strongly	Don't	Response:	Agree	Agree	Disagree	Disagree	Respondents:	19	39	9	14	Percentage:	20.00%	41.05%	9.47%	14.74%				6	8				6.32%	8.42%	<p>61% Agreement</p> <p>SCORE: 3.59 Std. Dev.: 1.20 Total Respondents: 95</p>
Strongly		Neutral	Strongly	Don't																											
Response:	Agree	Agree	Disagree	Disagree																											
Respondents:	19	39	9	14																											
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			6	8																											
			6.32%	8.42%																											

Additional Items

<p>9. The culture and cultural awareness of the agency is progressive.</p> <p>74% Agreement</p> <table border="1" data-bbox="236 306 1019 538"> <thead> <tr> <th colspan="2">Strongly</th> <th colspan="3">Strongly</th> <th colspan="2">Don't</th> </tr> <tr> <th>Response:</th><th>Agree</th><th>Agree</th><th>Neutral</th><th>Disagree</th><th>Disagree</th><th>Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>32</td><td>39</td><td>17</td><td>4</td><td>1</td><td>3</td></tr> <tr> <td>Percentage:</td><td>33.33%</td><td>40.63%</td><td>17.71%</td><td>4.17%</td><td>1.04%</td><td>3.13%</td></tr> </tbody> </table>	Strongly		Strongly			Don't		Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA	Respondents:	32	39	17	4	1	3	Percentage:	33.33%	40.63%	17.71%	4.17%	1.04%	3.13%	<p>74% Agreement</p> <p>SCORE: 4.04 Std. Dev.: 0.90 Total Respondents: 96</p>
Strongly		Strongly			Don't																								
Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA																							
Respondents:	32	39	17	4	1	3																							
Percentage:	33.33%	40.63%	17.71%	4.17%	1.04%	3.13%																							
<p>10. Upper management is effective in leadership practice.</p> <p>68% Agreement</p> <table border="1" data-bbox="236 686 1019 939"> <thead> <tr> <th colspan="2">Strongly</th> <th colspan="3">Strongly</th> <th colspan="2">Don't</th> </tr> <tr> <th>Response:</th><th>Agree</th><th>Agree</th><th>Neutral</th><th>Disagree</th><th>Disagree</th><th>Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>23</td><td>42</td><td>18</td><td>9</td><td>3</td><td>1</td></tr> <tr> <td>Percentage:</td><td>23.96%</td><td>43.75%</td><td>18.75%</td><td>9.38%</td><td>3.13%</td><td>1.04%</td></tr> </tbody> </table>	Strongly		Strongly			Don't		Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA	Respondents:	23	42	18	9	3	1	Percentage:	23.96%	43.75%	18.75%	9.38%	3.13%	1.04%	<p>68% Agreement</p> <p>SCORE: 3.77 Std. Dev.: 1.03 Total Respondents: 96</p>
Strongly		Strongly			Don't																								
Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA																							
Respondents:	23	42	18	9	3	1																							
Percentage:	23.96%	43.75%	18.75%	9.38%	3.13%	1.04%																							
<p>11. Upper management solicits feedback to those directly impacted by policy.</p> <p>65% Agreement</p> <table border="1" data-bbox="236 1087 1019 1341"> <thead> <tr> <th colspan="2">Strongly</th> <th colspan="3">Strongly</th> <th colspan="2">Don't</th> </tr> <tr> <th>Response:</th><th>Agree</th><th>Agree</th><th>Neutral</th><th>Disagree</th><th>Disagree</th><th>Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>22</td><td>40</td><td>23</td><td>6</td><td>1</td><td>3</td></tr> <tr> <td>Percentage:</td><td>23.16%</td><td>42.11%</td><td>24.21%</td><td>6.32%</td><td>1.05%</td><td>3.16%</td></tr> </tbody> </table>	Strongly		Strongly			Don't		Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA	Respondents:	22	40	23	6	1	3	Percentage:	23.16%	42.11%	24.21%	6.32%	1.05%	3.16%	<p>65% Agreement</p> <p>SCORE: 3.83 Std. Dev.: 0.91 Total Respondents: 95</p>
Strongly		Strongly			Don't																								
Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA																							
Respondents:	22	40	23	6	1	3																							
Percentage:	23.16%	42.11%	24.21%	6.32%	1.05%	3.16%																							
<p>12. Upper management listens to those directly impacted by policy.</p> <p>58% Agreement</p> <table border="1" data-bbox="236 1488 1019 1742"> <thead> <tr> <th colspan="2">Strongly</th> <th colspan="3">Strongly</th> <th colspan="2">Don't</th> </tr> <tr> <th>Response:</th><th>Agree</th><th>Agree</th><th>Neutral</th><th>Disagree</th><th>Disagree</th><th>Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>23</td><td>32</td><td>28</td><td>8</td><td>1</td><td>3</td></tr> <tr> <td>Percentage:</td><td>24.21%</td><td>33.68%</td><td>29.47%</td><td>8.42%</td><td>1.05%</td><td>3.16%</td></tr> </tbody> </table>	Strongly		Strongly			Don't		Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA	Respondents:	23	32	28	8	1	3	Percentage:	24.21%	33.68%	29.47%	8.42%	1.05%	3.16%	<p>58% Agreement</p> <p>SCORE: 3.74 Std. Dev.: 0.97 Total Respondents: 95</p>
Strongly		Strongly			Don't																								
Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA																							
Respondents:	23	32	28	8	1	3																							
Percentage:	24.21%	33.68%	29.47%	8.42%	1.05%	3.16%																							

Additional Items



Engagement Items

Employee Engagement items span several constructs, and capture the degree to which employees are willing to go above and beyond, feel committed to the organization and are present while working. This construct measures the degree to which employees feel that their ideas count, their work impacts the organization and their well being and development is valued.

Each engagement item is returned with the item text and two types of reported numerical data, response data and benchmark data. The following definitions correspond to survey items:

Response Data

- **Score** is calculated by averaging all item responses on a five point scale ranging from 5=Strongly Agree to 1=Strongly Disagree. If the participant selected Don't Know/Not Applicable, their response is considered a valid response, but it is not used in the calculation of the score.
- **Standard Deviation** calculates the level of agreement. Large deviations indicate greater levels of disagreement. For this report, you can expect standard deviations to be between .7 and 1.10.
- **Total Respondents** is the number of valid responses including Don't Know/Not Applicable. If everyone did not answer every item, the number of respondents for an item is less than the number of respondents reported in your response rate.
- **Respondents** is the number of participants who selected each item (strongly agree, agree, etc.).
- **Percentage** is the number of participants who selected each item (strongly agree, agree, etc.) divided by the total number of valid responses.
- **Percent Agreement** is the number of participants who agreed with the item (strongly agree or agree) divided by the total number of valid responses.

Benchmark Data

- **Past Score** is your organization's score reported from the previous iteration, if available.
- **Similar Mission** is the average score from organizations that share a similar mission to your organization.
- **Similar Size** is the average score from organizations that are a similar size to your organization.
- **All Organizations** is the average score from all organizations.

Interpreting Data

Any interpretation of data must be done in context of the organizational setting and environmental factors impacting the organization. Regardless of the averages, scores range from areas of strength to areas of concern. In general, most scores are between 3.00 and 4.00. Scores below a 3.25 are of concern because they indicate general dissatisfaction. Scores above 3.75 indicate positive perceptions. When available, over time data provides previous scores from and benchmark data comparative scores. In general (because various factors and statistical test would be needed to confirm), scores that have changed or differ by .2 may be significant.

Engagement Items

 <p>2. In my work group, my opinions and ideas count.</p> <p>74% Agreement</p> <table border="1" data-bbox="236 401 1019 538"> <thead> <tr> <th>Response:</th><th>Strongly Agree</th><th>Agree</th><th>Neutral</th><th>Disagree</th><th>Don't Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>34</td><td>38</td><td>12</td><td>9</td><td>4</td><td>0</td></tr> <tr> <td>Percentage:</td><td>35.05%</td><td>39.18%</td><td>12.37%</td><td>9.28%</td><td>4.12%</td><td>0.00%</td></tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA	Respondents:	34	38	12	9	4	0	Percentage:	35.05%	39.18%	12.37%	9.28%	4.12%	0.00%	<p>74% Agreement</p> <p>SCORE: 3.92 Std. Dev.: 1.11 Total Respondents: 97</p> <p>BENCHMARKS</p> <p>Past Score: 4.00 Similar Mission: 3.88 Similar Size: 3.66 All Orgs: 3.70</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA																
Respondents:	34	38	12	9	4	0															
Percentage:	35.05%	39.18%	12.37%	9.28%	4.12%	0.00%															
 <p>5. Our organization is known for the quality of work we provide.</p> <p>77% Agreement</p> <table border="1" data-bbox="236 792 1019 960"> <thead> <tr> <th>Response:</th><th>Strongly Agree</th><th>Agree</th><th>Neutral</th><th>Disagree</th><th>Don't Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>32</td><td>43</td><td>18</td><td>2</td><td>0</td><td>2</td></tr> <tr> <td>Percentage:</td><td>32.99%</td><td>44.33%</td><td>18.56%</td><td>2.06%</td><td>0.00%</td><td>2.06%</td></tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA	Respondents:	32	43	18	2	0	2	Percentage:	32.99%	44.33%	18.56%	2.06%	0.00%	2.06%	<p>77% Agreement</p> <p>SCORE: 4.11 Std. Dev.: 0.78 Total Respondents: 97</p> <p>BENCHMARKS</p> <p>Past Score: 3.93 Similar Mission: 4.18 Similar Size: 3.97 All Orgs: 3.93</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA																
Respondents:	32	43	18	2	0	2															
Percentage:	32.99%	44.33%	18.56%	2.06%	0.00%	2.06%															
 <p>6. I know how my work impacts others in the organization.</p> <p>92% Agreement</p> <table border="1" data-bbox="236 1203 1019 1372"> <thead> <tr> <th>Response:</th><th>Strongly Agree</th><th>Agree</th><th>Neutral</th><th>Disagree</th><th>Don't Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>43</td><td>46</td><td>5</td><td>3</td><td>0</td><td>0</td></tr> <tr> <td>Percentage:</td><td>44.33%</td><td>47.42%</td><td>5.15%</td><td>3.09%</td><td>0.00%</td><td>0.00%</td></tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA	Respondents:	43	46	5	3	0	0	Percentage:	44.33%	47.42%	5.15%	3.09%	0.00%	0.00%	<p>92% Agreement</p> <p>SCORE: 4.33 Std. Dev.: 0.72 Total Respondents: 97</p> <p>BENCHMARKS</p> <p>Past Score: 4.29 Similar Mission: 4.18 Similar Size: 4.09 All Orgs: 4.12</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA																
Respondents:	43	46	5	3	0	0															
Percentage:	44.33%	47.42%	5.15%	3.09%	0.00%	0.00%															
 <p>10. My supervisor provides me with a clear understanding of my work responsibilities.</p> <p>75% Agreement</p> <table border="1" data-bbox="236 1594 1019 1763"> <thead> <tr> <th>Response:</th><th>Strongly Agree</th><th>Agree</th><th>Neutral</th><th>Disagree</th><th>Don't Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>38</td><td>35</td><td>18</td><td>1</td><td>5</td><td>0</td></tr> <tr> <td>Percentage:</td><td>39.18%</td><td>36.08%</td><td>18.56%</td><td>1.03%</td><td>5.15%</td><td>0.00%</td></tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA	Respondents:	38	35	18	1	5	0	Percentage:	39.18%	36.08%	18.56%	1.03%	5.15%	0.00%	<p>75% Agreement</p> <p>SCORE: 4.03 Std. Dev.: 1.05 Total Respondents: 97</p> <p>BENCHMARKS</p> <p>Past Score: 4.02 Similar Mission: 4.19 Similar Size: 4.03 All Orgs: 4.10</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA																
Respondents:	38	35	18	1	5	0															
Percentage:	39.18%	36.08%	18.56%	1.03%	5.15%	0.00%															

Engagement Items

 <p>11. My supervisor recognizes outstanding work.</p> <p>69% Agreement</p> <table border="1" data-bbox="236 390 1019 538"> <thead> <tr> <th>Response:</th><th>Strongly Agree</th><th>Agree</th><th>Neutral</th><th>Disagree</th><th>Don't Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>34</td><td>32</td><td>13</td><td>10</td><td>6</td><td>1</td></tr> <tr> <td>Percentage:</td><td>35.42%</td><td>33.33%</td><td>13.54%</td><td>10.42%</td><td>6.25%</td><td>1.04%</td></tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA	Respondents:	34	32	13	10	6	1	Percentage:	35.42%	33.33%	13.54%	10.42%	6.25%	1.04%	<p>69% Agreement</p> <p>SCORE: 3.82</p> <p>Std. Dev.: 1.21</p> <p>Total Respondents: 96</p> <p>BENCHMARKS</p> <p>Past Score: 3.85</p> <p>Similar Mission: 4.07</p> <p>Similar Size: 3.91</p> <p>All Orgs: 3.95</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA																
Respondents:	34	32	13	10	6	1															
Percentage:	35.42%	33.33%	13.54%	10.42%	6.25%	1.04%															
 <p>12. I am given the opportunity to do my best work.</p> <p>79% Agreement</p> <table border="1" data-bbox="236 792 1019 939"> <thead> <tr> <th>Response:</th><th>Strongly Agree</th><th>Agree</th><th>Neutral</th><th>Disagree</th><th>Don't Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>36</td><td>40</td><td>10</td><td>9</td><td>1</td><td>0</td></tr> <tr> <td>Percentage:</td><td>37.50%</td><td>41.67%</td><td>10.42%</td><td>9.38%</td><td>1.04%</td><td>0.00%</td></tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA	Respondents:	36	40	10	9	1	0	Percentage:	37.50%	41.67%	10.42%	9.38%	1.04%	0.00%	<p>79% Agreement</p> <p>SCORE: 4.05</p> <p>Std. Dev.: 0.98</p> <p>Total Respondents: 96</p> <p>BENCHMARKS</p> <p>Past Score: 4.11</p> <p>Similar Mission: 4.19</p> <p>Similar Size: 4.04</p> <p>All Orgs: 4.09</p>
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 <p>18. I have adequate resources and equipment to do my job.</p> <p>80% Agreement</p> <table border="1" data-bbox="236 1594 1019 1742"> <thead> <tr> <th>Response:</th><th>Strongly Agree</th><th>Agree</th><th>Neutral</th><th>Disagree</th><th>Don't Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>35</td><td>42</td><td>6</td><td>12</td><td>1</td><td>0</td></tr> <tr> <td>Percentage:</td><td>36.46%</td><td>43.75%</td><td>6.25%</td><td>12.50%</td><td>1.04%</td><td>0.00%</td></tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA	Respondents:	35	42	6	12	1	0	Percentage:	36.46%	43.75%	6.25%	12.50%	1.04%	0.00%	<p>80% Agreement</p> <p>SCORE: 4.02</p> <p>Std. Dev.: 1.02</p> <p>Total Respondents: 96</p> <p>BENCHMARKS</p> <p>Past Score: 3.94</p> <p>Similar Mission: 4.02</p> <p>Similar Size: 3.91</p> <p>All Orgs: 3.91</p>
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Engagement Items

 <p>21. The people I work with care about my personal well-being.</p> <p>80% Agreement</p> <table border="1" data-bbox="236 401 1019 538"> <thead> <tr> <th>Response:</th><th>Strongly Agree</th><th>Agree</th><th>Neutral</th><th>Disagree</th><th>Don't Know/NA</th></tr> </thead> <tbody> <tr> <td>Respondents:</td><td>26</td><td>50</td><td>14</td><td>3</td><td>2</td><td>0</td></tr> <tr> <td>Percentage:</td><td>27.37%</td><td>52.63%</td><td>14.74%</td><td>3.16%</td><td>2.11%</td><td>0.00%</td></tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA	Respondents:	26	50	14	3	2	0	Percentage:	27.37%	52.63%	14.74%	3.16%	2.11%	0.00%	<p>80% Agreement</p> <p>SCORE: 4.00</p> <p>Std. Dev.: 0.86</p> <p>Total Respondents: 95</p> <p>BENCHMARKS</p> <p>Past Score: 3.87</p> <p>Similar Mission: 4.10</p> <p>Similar Size: 3.99</p> <p>All Orgs: 3.98</p>
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Response:	Strongly Agree	Agree	Neutral	Disagree	Don't Know/NA																
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Constructs and Related Items

The Survey of Employee Engagement framework is composed of twelve Survey Constructs designed to broadly profile areas of strength and concern so that interventions may be targeted appropriately. Survey Constructs are developed from the Primary Items (numbered 1-48). This Appendix contains a summary of the Survey Constructs and the related Primary Items. Constructs are scored differently from items to denote them as a separate measure. Using this scoring convention, construct scores can range from a low of 100 to a high of 500.

Your Data

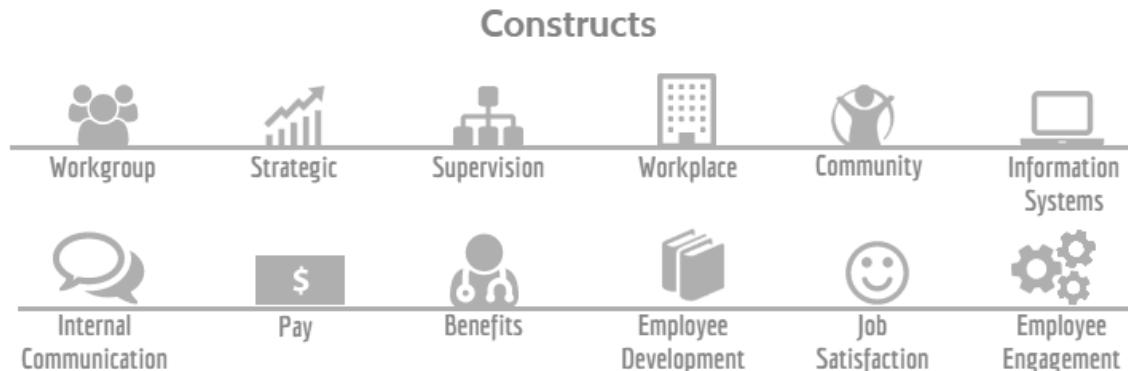
Current Score is calculated by averaging the mean score of the related primary items and then multiplying by 100. For example if the construct score is 389, then the average of the related primary items is 3.89.

Benchmark Data

- **Past Score** is your organization's score reported from the previous iteration. "None" is reported if there is no past score, if the construct is new or consists of new items, or if no comparative data is available.
- **All Respondents** is the average score from all participants from all organizations.
- **Size Category** is the average score from organizations that are similar size to your organization.
- **Mission** is the average score from organizations of similar mission to your organization.
- **Organizational Categories** are benchmarked against the organization as a whole.

What is a good score?

Any interpretation of data must be done in context of the organizational setting and environmental factors impacting the organization. In general, most scores are between 300 and 400. Scores below a 325 are of concern because they indicate general dissatisfaction. Scores above 375 indicate positive perceptions.



Constructs and Related Items

Construct	Construct Score	Score	Std. Dev.
 Workgroup	Construct Score: 391		
The workgroup construct captures employees' perceptions of the people they work with on a daily basis and how effective they are. This construct measures the degree to which employees view their workgroup as effective, cohesive and open to the opinions of all members.			
1. My work group cooperates to get the job done.	4.26	0.93	
2. In my work group, my opinions and ideas count.	3.92	1.11	
3. My work group regularly uses performance data to improve the quality of our work.	3.60	1.18	
4. In my work group, there is a real feeling of teamwork.	3.87	1.14	
 Strategic	Construct Score: 410		
The strategic construct captures employees' perceptions of their role in the organization and the organization's mission, vision, and strategic plan. This construct measures the degree to which employees understand their role in the organization and consider the organization's reputation to be positive.			
5. Our organization is known for the quality of work we provide.	4.11	0.78	
6. I know how my work impacts others in the organization.	4.33	0.72	
7. My organization develops services to match the needs of our customers/clients.	3.96	0.87	
8. Our organization communicates effectively with the public.	3.96	0.85	
9. I have a good understanding of our mission, vision, and strategic plan.	4.13	0.81	
 Supervision	Construct Score: 389		
The supervision construct captures employees' perceptions of the nature of supervisory relationships within the organization. This construct measures the degree to which employees view their supervisors as fair, helpful and critical to the workflow.			
10. My supervisor provides me with a clear understanding of my work responsibilities.	4.03	1.05	
11. My supervisor recognizes outstanding work.	3.82	1.21	
12. I am given the opportunity to do my best work.	4.05	0.98	
13. My supervisor is consistent when administering policies concerning employees.	3.77	1.20	
14. My supervisor evaluates my performance fairly.	3.78	1.14	
 Workplace	Construct Score: 429		
The workplace construct captures employees' perceptions of the total work atmosphere, workplace safety, and the overall feel. This construct measures the degree to which employees see the setting as satisfactory, safe and that adequate tools and resources are available.			
15. Given the type of work I do, my physical workplace meets my needs.	4.34	0.77	
16. My workplace is well maintained.	4.33	0.74	
17. There are sufficient procedures to ensure the safety of employees in the workplace.	4.48	0.54	
18. I have adequate resources and equipment to do my job.	4.02	1.02	

Constructs and Related Items

 Community	Construct Score: 385		
The community construct captures employees' perceptions of the relationships between employees in the workplace, including trust, respect, care, and diversity among colleagues. This construct measures the degree to which employees feel respected, cared for, and have established trust with their colleagues.	Score	Std. Dev.	
19. The people I work with treat each other with respect.	3.89	0.93	
20. My organization works to attract, develop, and retain people with diverse backgrounds.	3.91	1.03	
21. The people I work with care about my personal well-being.	4.00	0.86	
22. I trust the people in my workplace.	3.58	1.07	
 Information Systems	Construct Score: 362		
The information systems construct captures employees' perceptions of whether computer and communication systems prove accessible, accurate, and clear information. This construct measures the degree to which employees view the availability and utility of information positively.	Score	Std. Dev.	
23. My work group uses the latest technologies to communicate and interact.	3.32	1.16	
24. Our computer systems provide reliable information.	3.64	1.05	
25. Support is available for the technologies we use.	3.99	0.83	
26. Our computer systems enable me to quickly find the information I need.	3.53	1.21	
 Internal Communication	Construct Score: 376		
The internal communication construct captures employees' perceptions of whether communication in the organization is reasonable, candid and helpful. This construct measures the degree to which employees view communication with peers, supervisors and other parts of the organization as functional and effective.	Score	Std. Dev.	
27. The communication channels I must go through at work are reasonable.	3.83	0.94	
28. My work atmosphere encourages open and honest communication.	3.64	1.13	
29. The communications I receive at work are timely and informative.	3.80	0.98	
 Pay	Construct Score: 242		
The pay construct captures employees' perceptions of how well the compensation package offered by the organization holds up when compared to similar jobs in other organizations. This construct measures the degree to which employees view pay as well valued relative to the type of work, work demands and comparable positions.	Score	Std. Dev.	
30. My pay keeps pace with the cost of living.	2.27	1.06	
31. Salaries are competitive with similar jobs in the community.	2.38	1.14	
32. I feel I am paid fairly for the work I do.	2.62	1.06	

Constructs and Related Items

Construct	Construct Score	Score	Std. Dev.
 Benefits	Construct Score: 385		
<p>The benefits construct captures employees' perceptions of how the benefits package compares to packages at similar organizations and how flexible it is. This construct measures the degree to which employees see health insurance and retirement benefits as competitive with similar jobs in the community.</p>			
33. Retirement benefits are competitive with similar jobs in the community.	3.81	0.88	
34. Health insurance benefits are competitive with similar jobs in the community.	3.88	0.95	
35. Benefits can be selected to meet individual needs.	3.85	0.77	
 Employee Development	Construct Score: 359		
<p>The employee development construct captures employees' perceptions about the priority given to their personal and job growth needs. This construct measures the degree to which employees feel the organization provides opportunities for growth in organizational responsibilities and personal needs in their careers.</p>			
36. I believe I have a career with this organization.	3.86	0.95	
37. Training is made available to me so that I can do my job better.	3.53	1.15	
38. Training is made available to me for personal growth and development.	3.38	1.12	
 Job Satisfaction	Construct Score: 399		
<p>The job satisfaction construct captures employees' perceptions about the overall work situation and ability to maintain work-life balance. This construct measures the degree to which employees are pleased with working conditions and their workload.</p>			
39. My work environment supports a balance between work and personal life.	4.00	0.83	
40. I feel free to be myself at work.	3.89	0.97	
41. The amount of work I am asked to do is reasonable.	3.87	0.91	
42. I am proud to tell people that I work for this organization.	4.19	0.72	
 Climate			
<p>While not scored as a construct, the following six items assess the climate in which employees work. The appropriate climate is a combination of a safe, non-harassing environment with ethical abiding employees who treat each other with fairness and respect. Moreover, it is an organization with proactive management that communicates and has the capability to make thoughtful decisions.</p>			
43. Harassment is not tolerated at my workplace.	4.14	0.98	
44. Employees are generally ethical in my workplace.	4.00	0.82	
45. I believe we will use the information from this survey to improve our workplace.	3.68	1.06	
46. I am satisfied with the opportunities I have to give feedback on my supervisor's performance.	3.50	1.24	
47. Upper management (i.e. Executive and/or Senior Leadership) effectively communicates important information.	3.86	1.03	
48. I am treated fairly in my workplace.	3.81	0.92	

Constructs and Related Items



Cybersecurity

While not scored as a construct, the following two items assess the cybersecurity in which employees work.	Score	Std. Dev.
49. My agency does a good job at keeping us up-to-date on cybersecurity (email and internet threats) policies and procedures.	4.26	0.68
50. We receive regular and useful updates on how to keep our computer and sensitive information secure from cyber-attack.	4.14	0.84

Constructs and Related Items

Employee Engagement	Construct Score: 388	Score	Std. Dev.
<p>Twelve items spanning several constructs were selected to get a more focused look at Employee Engagement. The Employee Engagement construct captures the degree to which employees are willing to go above and beyond, feel committed to the organization and are present while working. This construct measures the degree to which employees feel that their ideas count, their work impacts the organization and their well being and development is valued at the organization.</p>			
2. In my work group, my opinions and ideas count.	3.92	1.11	
5. Our organization is known for the quality of work we provide.	4.11	0.78	
6. I know how my work impacts others in the organization.	4.33	0.72	
10. My supervisor provides me with a clear understanding of my work responsibilities.	4.03	1.05	
11. My supervisor recognizes outstanding work.	3.82	1.21	
12. I am given the opportunity to do my best work.	4.05	0.98	
14. My supervisor evaluates my performance fairly.	3.78	1.14	
18. I have adequate resources and equipment to do my job.	4.02	1.02	
21. The people I work with care about my personal well-being.	4.00	0.86	
22. I trust the people in my workplace.	3.58	1.07	
37. Training is made available to me so that I can do my job better.	3.53	1.15	
38. Training is made available to me for personal growth and development.	3.38	1.12	

Survey Customization Sheet

Organizational Category Codes: Category 1

101 - Executive Management	102 - Legal Services
103 - Strategic Programs	104 - Internal Operations

Organizational Category Codes: Category 2

201 - Litigation	202 - Fraud Recovery and Legal Support Services
203 - Quality Assurance	204 - Communications and Development
205 - Risk Management, Insurance, and COOP	206 - Claims Operations
207 - Document Processing	208 - Accounting
209 - Information Technology	210 - Human Resources
211 - Executive Office	

Additional Items

1. I find the employee's club committee beneficial.
2. I find the wellness committee beneficial.
3. I find the monthly agency meeting beneficial.
4. I find the open door policy beneficial.
5. Office resources, programs, & services are equally available to everyone regardless of differences (race/ethnicity, color, gender, sexual orientation, gender identity or expression, veteran's status, religious beliefs, disability or socioeconomic status).
6. Employees are provided equal opportunities for training (based on their job duties) regardless of their differences.
7. Upper management has supported institutional values of diversity and inclusion for differences..
8. If I have witnessed perceived bias, I feel that I have, or understand that I have, mechanisms for bringing this to the attention of upper management (including both direct supervisors and those supervisors' superiors).
9. The culture and cultural awareness of the agency is progressive.
10. Upper management is effective in leadership practice.
11. Upper management solicits feedback to those directly impacted by policy.
12. Upper management listens to those directly impacted by policy.
13. Upper management engages my work group for feedback & improvement.
14. I would be willing to become more engaged in consulting with upper management, and my peers, in improving the internal culture and external reputation and success of the agency.